



**MANAV RACHNA**  
||vidyapariksha||

**MANAV RACHNA  
UNIVERSITY**   
FORMERLY MANAV RACHNA COLLEGE OF ENGINEERING  
NAAC ACCREDITED A GRADE INSTITUTION

Declared as State Private University under section 2f of the UGC act, 1956

**COMMERCE**

**MANAV RACHNA UNIVERSITY DEPARTMENT OF MANAGEMENT AND  
SYLLABUS- BBA-HEALTHCAREMANAGEMENT(HCM)**

**2019-2022**

**DEPARTMENT OF MANAGEMENT AND COMMERCE**

**SYLLABUS- BBA-HEALTHCARE MANAGEMENT (HCM)2019-2022**

<b>SEMESTER - 1</b>										
<b>SUBJECT CODES</b>	<b>SUBJECT NAME</b>	<b>**OFFERING DEPARTMENT</b>	<b>*COURSE NATURE (Hard/Soft/Workshop/NTCC)</b>	<b>COURSE TYPE (Core/Elective/University Compulsory)</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>O</b>	<b>NO. OF CONTACT HOURS PER WEEK</b>	<b>NO. OF CREDITS</b>
MCH101B	FUNDAMENTALS OF MANAGEMENT	DMC	HARD	CORE	3	0	0	0	3	3
MCH102B	MICRO ECONOMICS	DMC	HARD	CORE	3	0	0	0	3	3
MCH103B	ACCOUNTING FOR MANAGERS	DMC	HARD	CORE	3	0	0	0	3	3
MCH104B	ORGANIZATIONAL BEHAVIOUR	DMC	HARD	CORE	3	0	0	0	3	3
MCH105B	MARKETING MANAGEMENT	DMC	HARD	CORE	3	0	0	0	3	3
MCH106B	BUSINESS STATISTICS	DMC	HARD	CORE	3	0	0	0	3	3
ECH104B	COMPUTERS AND INFORMATION SYSTEM LAB	ECE	HARD	CORE	2	0	2	0	4	3
MCH107B	BUSINESS COMMUNICATION – I	DMC	SOFT	CORE	3	0	0	0	3	3
MCH110B	INTRODUCTION TO HEALTH CARE MANAGEMENT	DMC	HARD	ELECTIVE	3	0	0	0	3	3
<b>TOTAL (L-T-P-O/CONTACT HOURS/CREDITS)</b>					<b>26</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>28</b>	<b>27</b>

## SEMESTER I

Course Title/Code	<b>FUNDAMENTALS OF MANAGEMENT / MCH 101B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	The course aims to help the student to acquire current and relevant management knowledge and understanding of managerial functions and principles in achieving organizational success.

Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

### SECTION -A

**Concept and Nature of Management:-** Concept of Organization, Meaning and Definition of Management; Nature and Importance of Management, Management as Science, Art and Profession, Functions & Process of Management, Management and Administration, levels of management, Skills and roles of a manager, Social Responsibilities and Ethics.

### SECTION -B

**Development of Management Thought-** Schools of Management Thought- F.W. Taylor's Scientific Management, Henry Fayol's Organizational Theory, Max Weber's Bureaucracy; Elton Mayo's Human Relations Approach , System Approach and Contingency Approach.

### SECTION -C

**Planning Organizing and Decision Making:-** Concept, Nature and Elements of Planning, Types of Plans, Levels of Planning, Steps in Planning, Decision Making and Process of Rational Decision Making, Organizing-Nature Process and Importance, Forms of Organizational Structure, Span of Management, Departmentation, Delegation and Decentralization of Authority.

### SECTION -D

**Leading & Control:-** Meaning and Significance of Leadership, Leadership Styles, Essentials of Successful Leadership, Communication- Importance, Process and Barriers to Communications and Overcoming these Barriers, Principles of Effective Communication. Motivation- Definition, Motives and Motivation, Theories of Motivation. Controlling- Definition and Elements of Control Process, Types of Control System; Pre-Requisites of Effective Control System, An Overview of Budgetary And Non-Budgetary Control Devices.

### References

- Essentials of Management – Harold, Koontz and Cyril O' Donnell Heinz Wehrich Koontz . 9<sup>th</sup>ed, (Mc.Graw Hill Publishers)., 2006
- Fundamentals of Management, Essential Concepts and Applications, Robbins & DeCenzo, 9<sup>th</sup>ed, Pearson, 2000

3. Vasishth, Neeru, Principles of Management, Taxmann, New Delhi.
4. L.M. Prasad , Principles & Practices of Management, Sultan Chand & Sons), 2015

Course Title/Code	<b>MICRO ECONOMICS/ MCH 102B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	NIL
Course Objectives	The objective of this course is to familiarize the students with concepts and techniques used in Micro-Economic theory and to develop their capability to apply these concepts and techniques in making decisions pertaining to different business situations.

Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Microeconomics: meaning nature and scope. Basic concepts of economics: Static and dynamic approaches, equilibrium, utility, opportunity cost, marginal and incremental principles. Microeconomics and Business, Utility analysis.

#### **SECTION B**

Theory of demand: Nature of demand for a product, individual demand, market demand, determinants of demand. Elasticity of demand and its determinants, demand as multivariate function.

#### **SECTION C**

Theory of production and costs: The concept of production function, production with one and two variable inputs, optimal input combination, theory of cost in short run and long run, revenue function.

#### **SECTION D**

Theory of firm and market organization: Breakeven analysis, pricing under perfect competition, pricing under monopoly, price discrimination, pricing under monopolistic competition, selling cost, pricing under oligopoly: cournot model, kinked demand curve and price leadership.

**References:**

1. D N Dwivdi, Micro Economics: Theory and Applications, 1<sup>st</sup>ed, Sultan Chand & Co., NewDelhi, 2018
2. N Gregory Mankiw, Principles of Micro Economics, 6<sup>th</sup>ed, Cengage India, 2006
3. Salvatore, Dominick, Principles of Microeconomics, 5<sup>th</sup>ed, Oxford University Press, 2009
4. Samuelson, Micro-Economics; 19<sup>th</sup>ed, McGraw-Hill International Edition, 2010

Course Title/Code	<b>ACCOUNTING FOR MANAGERS / MCH 103B</b>
CourseType:	Core
CourseNature:	Hard
L-T-P-O Structure	3-0-0-0
Pre- requisites	None
Course Objectives	The primary objective of the course is to familiarize the professional under graduate students with the basic accounting principles and techniques of preparing and presenting the accounts for user of accounting information.

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

**SECTION A**

Introduction: Financial Accounting-definition and Scope, objectives of Financial Accounting, Accounting v/s Book Keeping Terms used in accounting, users of accounting information and limitations of Financial Accounting. Conceptual Frame work: Accounting Concepts, Principles and Conventions, Accounting Standards-concept, objectives, benefits, brief review of Accounting Standards in India.

**SECTION B**

Recording of transactions: Voucher system; Accounting Process, Journals, Subsidiary Books, Ledger, Cash Book, Bank Reconciliation Statement, Trial Balance, Depreciation: Meaning, need & importance of depreciation, methods of charging depreciation.(WDV & SLM)

**SECTION C**

Cost Accounting - Elements of Cost, Types of Costs, Preparation of Cost Sheet, Standard Costing: Variance Analysis – Material Variances – Labor Variances – Simple Problems Related to Material and Labor Variances only.

## SECTION D

Management Accounting: Ratio Analysis: Uses and Limitations, Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios, Simple Problems Only. Cash Flow Analysis: Uses and Limitations. Budgets: cash budget, purchase budget, sales budget, fixed and flexible budget. Break-Even Analysis - Cost Volume Profit

### References:

1. R.L. Gupta – Advanced Accounting, 13<sup>th</sup> ed, Sultan Chand and Sons, 2018
2. Shah: Basic Financial Accounting, 4<sup>th</sup> ed, Oxford University Press. 2017
3. Maheshwari and Maheshwari – An Introduction to Accountancy 12ed – Vikas PublishingHouse, 2018
4. Bhattacharya/financial Accounting for business Managers, 3<sup>rd</sup> ed, Prentice Hall of India,2006.
5. Khan and Jain, Financial Accounting, 5<sup>th</sup> ed, Tata McGraw-Hill Education,2007

Course Title/Code	<b>BUSINESS STATISTICS / MCH 106B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	Nil
Course Objectives	Learning important statistical techniques required for performing data analysis and its interpretation, as it further assists in managerial decision-making..

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	Total	100%

## SECTION A

Introduction: Meaning and definitions of Statistical Data; Applications of Statistics in Managerial Decision-Making; Frequency Distributions. Measures of Central Tendency: Mean, Geometric mean, Harmonic mean, Median, Mode and their implications. Partition Values: Quartiles, Deciles and Percentiles. Measures of Dispersion: Range, Quartile Deviation, Mean Deviation and Standard Deviation.

## SECTION B

Probability: Concept, Uses of Probability in Business Decision-Making, Addition and Multiplication Theorem of Probability.

## SECTION C

Correlation, Karl Pearson Correlation Coefficient, Scatter Diagram, Regression Analysis, Regression Equation, Skewness and

Kurtosis.

### SECTION D

Meaning, Importance and Component of Time Series, Additive Model, Multiplication Model, Measurement of Trend: Semi Average Method, Moving Average Method and Methods of Least Squares.

#### References:

1. Levin, Richard, David S. Rubin, Rastogi, and Siddiqui. Statistics for Management, 10th ed., Pearson Education, 2016.
2. Siegel Andrew F. Practical Business Statistics, 6th ed, McGraw Hill, 2012.
3. Quantitative Techniques For Managerial Decision Making: Srivastava, Shenoy, Sharma, New Age Pub.
4. Statistical Methods: S P Gupta, Sultan Chand Publication.
5. Vohra N. D., Business Statistics, McGraw Hill.

Course Title/Code	<b>ORGANIZATIONAL BEHAVIOUR/MCH 104B</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	NIL
Course Objectives	The course aims to provide an understanding of the basic concepts, theories and techniques in the field of human behaviour at the individual, group and organizational levels

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

### SECTION A

**Introduction to Organizational Behaviour:** - Meaning and Importance of Organizational Behaviour, Need for Organizational Behavior, Role of Managers in OB- Interpersonal Roles- Informational Roles- Decisional Roles, Challenges and Opportunities for OB, Models of OB.

### SECTION B

Foundation of individual behavior- Perception – nature, importance, perceptual selectivity, stereotyping, halo effect, **Learning**

and its theories, behavior modification, **Attitudes:** importance, components and major job attitude. **Personality-** meaning, self-concept, self-esteem, major determinants of personality, **Motivation-** types of motivation, theories of work motivation given by Maslow, Herzberg, McGregor, Vroom and Porter – Lawler. Nature and meaning of Interpersonal Behavior, and Transactional Analysis; Benefits and uses of Transactional Analysis, Johari Window Model

### SECTION C

Group Behavior & Team development

Group dynamics, Types of groups, Group norms and roles, Group cohesiveness, Group development and facilitation, Understanding work Teams and types of team, Creating effective team. Dynamics of managerial leadership: nature, leadership styles, trait, behavioral, contingency theories, and managerial grid.

### SECTION D

Organizational Culture-Concept, Functions, Socialization; Creating and sustaining culture; Managing Conflict – Sources, types, process and resolution of conflict; Managing Change; Managing across Cultures; Empowerment and Participation..

#### References:

1. Robins, Stephen P. - Organizational Behavior, 16<sup>th</sup>ed, Pearson Education Asia, 2016
2. Peter Schen, Organizational Psychology and Leadership, 5<sup>th</sup>ed, John Wiley and Sons, 2017
3. Parikh, Gupta, Organizational Behavior, 1<sup>st</sup>ed, Tata McGraw Hill, 2010
4. Fred Luthans, Organization Behavior, 12<sup>th</sup>ed, Tata McGraw Hill, 2010
5. Newstrom, Organizational Behaviour: Human Behaviour at Work, 12<sup>th</sup>ed, Tata McGrawHill, 2017.

Course Title/Code	<b>MARKETING MANAGEMENT /MCH105B</b>	
Course Type:	Core	
Course Nature:	Hard	
L-T-P-O Structure	3-0-0-0	
Prerequisites	Nil	
Course Objectives	The objective of this paper is to identify and develop knowledge and skills in application of the fundamental terms and concepts that are commonly used in marketing. The course aims to develop competence in market analysis, and decision making relevant to marketing management required for effective marketing practice. This course attempts to develop relationship between marketing and other management functions	

Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%



	D	25%
	TOTAL	100%

### SECTION A

An Overview: Introduction, Definition of Market, Types of Markets, Meaning and Definition of Marketing, Origin of Marketing, Scope of Marketing, Importance of Marketing, Functions of Marketing, Difference between Marketing and Selling; Marketing Concepts: Introduction, Exchange concept, Production concept, Product concept, Sales/selling concept, Modern marketing concept, Societal marketing concept, Impact of marketing concepts and its applicability; Marketing Environment: Introduction, Need and Importance of Environmental Analysis, Methods of Analysis – SWOT, PEST, Internal Environment of the Organization, External Environment; Consumer Behaviour: Introduction, Important definitions, Evolution of the study of consumer behavior, Determinants of consumer behavior, Types of buying decisions, Stages of the buying process, Importance of consumer behaviour study

### SECTION B

Marketing Planning and Strategies: Introduction, Management Processes in Marketing, Types of Marketing Plan, Competitive Marketing Strategies, Interactions between Marketing Mix and Marketing Environment , Control Mechanisms in Marketing; Market Segmentation: Introduction, Definition of market segmentation, Need for market segmentation, Criteria for effective segmentation, Bases for market segmentation, Benefits of market segmentation; Product Related Decisions: Introduction, Features of a Product and its Classifications, Product Plan and New Product Development, Product Mix and its Elements, Decisions related to Product Mix, Product Life Cycle

### SECTION C

Introduction to branding: introduction, definition of a brand, development of a brand, types of brands, importance of brands and branding, merits and demerits of branding, brand equity – definition and benefits; Pricing decisions: introduction, price and its determinants, objectives of pricing decisions, factors affecting pricing decisions, pricing policies and strategies, pricing methods; distribution strategy: introduction, meaning, need for and importance of distribution channel, factors influencing channel decisions, types of channels, direct channel, indirect channel, functions of channel members

### SECTION D

Promotion Mix: Introduction, Promotion mix and its components, Advertising, Sales Promotion, Personal selling, Direct marketing, Public Relations and publicity, Online marketing, Developing an integrated promotion mix;. Promotion Mix Decisions: Introduction: Advertising decisions, Sales promotion decisions, Personal selling decisions, Public Relations and Publicity decisions; Services Marketing: Introduction, Definition of services, Characteristics of services , Distinction between goods and services, Marketing mix for services, Types of services, Strategies for Services Marketing; Recent Trends in Marketing : Introduction, E-commerce, E-marketing, E-Retailing, Relationship marketing, Mobile marketing, Green marketing

### References:

1. Philip Kotler and Kevin Lane Keller Marketing Management, Global Edition , 15 ed, Person, 2015
2. Michael J. Etzel Bruce J. Walker William J. Stanton ,Ajay Pandit, Marketing, 14<sup>th</sup> ed, McGraw Hill Education, 2010

3. Lamb, W., Hair, J., McDaniel, C. (1998), Marketing, (4th edn), South-Western College Publishing, Cincinnati.
4. Gary Armstrong and Philip Kotler, Marketing: An Introduction, Pearson, 2017.
5. Kumar, Ramesh; "Application Exercises in Management," Vikas Publishing House, 2004.

Course Title/Code	<b>COMPUTERS AND INFORMATION SYSTEMS/ECH104B</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	2-0-2-0
Course Objectives	This is a basic paper for Business Administration students to familiarize with the computer and its applications in the relevant fields and exposes them to other related papers of IT.

Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

### SECTION A

Evolution of Computer, Data, Instruction and Information, Characteristics of computers, Various fields of application of computers, Various fields of computer (Hardware, Software, Human ware and Firmware), Advantages and Limitations of computer, Block diagram of computer, Function of different units of computer, Classification of computers i) On the basis of Input (Digital, Analog and Hybrid) ii) On the basis of processing speed and storage capacity (Micro, Mini, Mainframe and Super), Different Generation of computers (I to V), Types of software (System and Application), Compiler and Interpreter, Generation of language (Machine Level, Assembly, High Level, 4GL)

## SECTION B

Different Number System (Decimal, Binary, Octal and hexadecimal) and their interconversion (Fixed Point Only), Binary Arithmetic (Addition, Subtraction, Multiplication and Division); Keyboard, Mouse, Joystick, Digitizer, Scanner, MICR, OCR, OMR, Light Pen, Touch Screen, BarCode Reader, Voice Input Device, Monitor and its type (VGA, SVGA and XGA), Printer and its type (Impact and Non-Impact with example), Plotter

## SECTION C

Primary Memory (ROM and its type – PROM, EPROM, EEPROM, RAM) Secondary memory-SASD, DASD Concept, Magnetic Disks – Floppy disks, Hard disks, Magnetic Tape, Optical disks  
– CD ROM and its type (CD ROM, CD ROM-R, CD ROM-EO, DVD ROM.); Introduction to operating system; Function of OS, Types of operating systems, Booting Procedure, Start-up sequence, Details of basic system configuration, Important terms like Directory, File, Volume, Label, Drive name, etc

## SECTION D

Networking Concepts, Types of networking (LAN, MAN AND WAN), Communication Media, Mode of Transmission (Simplex, Half Duplex, Full Duplex), Synchronous and Asynchronous Transmission, Different Topologies; Introduction to Information System: system concepts- feedback and control, other system characteristics, components of an information system. . Overview of information systems, the expanding roles of information system, Systems-trends in information systems, types of information system.

## COMPUTERS & INFORMATION SYSTEMS LABMS-DOS & MS-WINDOWS

Configuration of System in MS-DOS and MS-WINDOWS.; Environment Specifically – Role and Functions of Key files such as Batch files, SYS files etc. File creation, Edit and Directory

Creation of MS-DOS.; Environment and Write, Paint Brush, File Manager, Print Manager, Control Panel etc. for Windows environment.

Working with MS- Office: MS-WORD: Word Basics, Commands, Formatting, Text and Documents, Sorting, Mail Merge etc.; MS-EXCEL: Basic, Formatting, Functions, Creating Charts, Working with Graphics, Using worksheet as Databases.; MS-POWER POINT: PowerPoint Basics, Creating Presentations, Slide show, working with Graphics

### References:

- 1 V. Rajaraman, Fundamentals of Computers-, 6h ed, Prentice Hall of India, 2014
- 2 P.K. Sinha, Fundamentals of Computers, 6<sup>th</sup>ed, 2014
- 3 Suresh K. Basabdra , Computer Today, BpB Publications., New Delhi, 2005
- 4 Deepak Barihoke, Essential of IT, Bpb Publications, 2003

Course Title/Code	<b>BUSINESS COMMUNICATION SKILLS I/ MCH107B</b>
CourseType:	Core
CourseNature:	Hard

L-T-P-O Structure	3-0-0-0
Pre- requisites	Knowledge of Communication Skills and enable the students to work effectively in business environment.
Course Objectives	CO1: To develop the skills of the professional undergraduate students for proper self-expression, social communication, spoken English, correct pronunciation, voice modulation and business etiquettes.  CO 2: The students will improve their personality, communication skills and enhance their self-confidence.

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

### SECTION A

Parts of Speech, Sentence

Introduction to Business Communication: Basic forms of communication, Process of communication, Principles of effective Business Communication, 7 Cs.

Media of Communication: Types of communication: Barriers of communication; Technology Enabled Communication; E-mail etiquettes and writing.

### SECTION B

Tenses, Active and Passive Voice

Introduction to Business Communication: Communication models and processes; Theories of Communication.

Self-Development and Communication: Development of positive personal attitudes.

Report Writing

### SECTION C

Words often confused, Homophones and Homonyms

Corporate Communication: Formal and Informal communication networks; Grapevine; Miscommunication; Steps for improving communication.

Business manners. Body language gestures, Etiquette of the written word, Etiquette of the telephone handling, business meetings.

Business letter writing: Need, Functions and Kinds. Layout of letter writing. Types of letter writing: Persuasive letters, Request

letters, Sales letters, Complaints and Adjustments.

#### **SECTION D**

Identifying & Analyzing Grammatical Errors in sentences related to Pronoun, Article, Verb, Preposition, Jumbled Sentences

Group Discussions: Principles and steps; Interviews/Mock interviews; Hearing vs Listening, Principles of Effective Listening; Individual and group presentations.

Departmental Communication: Meaning, Need and types: Interview letters, Promotion Letters, Resignation letters, Newsletters, Circulars, Agenda, Notice, Memorandums, Office orders.

**Suggested Readings:**

1. Chhabra T N; *Business Communication: Concepts and Skills*, Sun India Publications. New Delhi, 2016.
2. Convey, R. Stephen; *The Seven Habits of Highly Effective People*. Paperback – Special Edition, 19 Nov 2013
3. E.H. McGrath, S.J.; *Basic Managerial Skills for All*, 4<sup>th</sup> ed., Prentice Hall of India Pvt.Ltd., New Delhi, 2001.
4. Krizan AC, Merrier Patricia, Logan Joyce, Williams Karen; *Effective Business Communication*, 7<sup>th</sup> ed. Cengage learning. 2010.
5. Kumar Sanjay, Pushpa Lata; *Communication Skills*; Oxford University Press. 2<sup>nd</sup> ed. 2011.
6. Magan Sangeeta; *Business Communication: 2<sup>nd</sup> ed.*, International Book House Pvt.Ltd. 2013
7. Mukhrjee Hory Shankar; *Business Communication, Connecting at Work*, Oxford University Press. 2012.
8. Penrose, Rasberry, Myers; *Business Communication for Managers: An Advanced Approach*; 5<sup>th</sup> India ed.; Thompson Learning, South-Western. 2005.
9. Penrose Rasberry, Myres; *Advanced Business Communication*, 4<sup>th</sup> ed., South West College Publishers, 2001.
10. Ray, Reuben; *Communication Today – Understanding Creative Skills*, Himalaya Publishing House, 2001.
11. Robinson, David; *Business Etiquette*, 2<sup>nd</sup> ed., Paperback, 2012.
12. Rogets Thesaurus of English Words and Phrases, Penguin Reference; by George Davidson (Editor), Paperback 2004.
13. Sinha, K. K.; *Business Communication*, Galgotia Publishers, 2<sup>nd</sup> ed. 2003.
14. Williams Karen, “Buddy” Krizan AC, Logan Joyce, Merrier Patricia; *Communicating in Business* 8<sup>th</sup> ed., Cengage learning. 2010.
15. Wren & Martin; New Ed. ; *High School; English Grammar & Composition* Revised by N.D.V. Prasada Rao; S. Chand.

Course Title/Code	<b>INTRODUCTION TO HEALTHCARE MANAGEMENT/ MCH110B</b>
Course Type:	Elective (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	Nil

Course Objectives	The course will introduce to the basic knowledge of various aspects of Health Care Industry. After the successful completion of the course student will be familiar with the scope and functions of Health Care Management
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Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Structuring of Health Care sector

- as per the service provider( Government hospitals, Private hospitals, hospitals run by NGOs).
- as per the services being provided (Primary, Secondary, Tertiary & Preventive).
- as per the size of Hospitals ( Sub Centre, Primary health care centre, community health care,district hospitals and teaching institutions)
- Health Care Scenario- statistics of industry
- Present opportunities and Challenges in Health Care Management; worldwide scenario.

#### **SECTION B**

Overview of HR in Health Care, Manpower in Health Care Management

#### **SECTION C**

Quality and regulations in Health Care: Quality in Health Care Management, Regulation in Health Care Management

#### **SECTION D**

Financing in Health Care: Accounts, Stores, Purchases, Fund raising and Analysis

References:

1. Sharon B. Buchbinde, Healthcare Management –with access, 3rs ed, Jones & Bartlett Publishers, 2017.
2. Sandra Buttigieg , International Best Practices in Health Care Management , Emerald Group Publishing Ltd, 2015.

SEMESTER - 2										
SUBJECT CODES	SUBJECT NAME	**OFFERING DEPARTMENT	*COURSE NATURE (Hard/Soft/Workshop/NTCC)	COURSE TYPE (Core/Elective/University Compulsory)	L	T	P	O	NO. OF CONTACT HOURS PER WEEK	NO. OF CREDITS
MCH112B	BUSINESS ENVIRONMENT	DMC	HARD	CORE	3	0	0	0	3	3
MCH113B	MACRO ECONOMICS	DMC	HARD	CORE	3	0	0	0	3	3
MCH114B	HUMAN RESOURCE MANAGEMENT	DMC	HARD	CORE	3	0	0	0	3	3
MCH115B	FINANCIAL MANAGEMENT	DMC	HARD	CORE	3	0	0	0	3	3
CHH105B	ADVANCED EXCEL	DMC	HARD	CORE	2	0	2	0	6	4
MCH116B	BUSINESS COMMUNICATION SKILLS- II	DMC	HARD	SOFT	3	0	0	0	3	3
MCH119B	FINANCING AND BUSINESS DEVELOPMENT OF HEALTHCARE MANAGEMENT	DMC	HARD	ELECTIVE	3	0	0	0	3	3
CDO101B	PROFESSIONAL DEVELOPMENT PROGRAMME II	CDC	SOFT	CORE	1	1	0	0	2	0
<b>TOTAL (L-T-P-O/CONTACT HOURS/CREDITS)</b>					<b>21</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>26</b>	<b>22</b>
	POST 2ND SEM									
MCH121B	SUMMER TRAINING	DMC	NTCC	ELECTIVE	0	0	0	2	0	2



Course Title/Code	<b>BUSINESS ENVIRONMENT /MCH 112B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	Nil
Course Objectives	<p>CO1: This course will provide a comprehensive introduction to the subject of Business research, and discuss some key concepts, process and techniques, and their applications.</p> <p>CO2: After completion of this course, students will gain an appreciation for some of the breadth and depth of this subject and its significance for a business enterprise.</p>

	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
Syllabus	TOTAL	100%

#### **SECTION-A**

Basic Concepts of Research: Business research; its concept, nature, scope, need and managerial value of business research; Research: Its objectives and types. Definitions: concepts, constructs, variables, Formulation of Research Problem; Steps of research & Research ethics. Research Design: Types of Research Design; Factors Affecting Research Design. Literature Review.

#### **SECTION-B**

Sampling Methods and Techniques: Basic Concepts, Characteristics of a good sample, Sampling Frame, Sampling errors, Non Sampling errors, Types of sampling: Probability Sample, Non Probability sampling. Measurement of Data: Concept of Measurement: what is measured, Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio scales. Attitude Scaling Techniques: Rating Scales and Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application. Types of Data - Primary Data, secondary data; data Collection - Questionnaire Method: Questionnaire Construction - Personal Interviews, Telephonic survey interviewing, and observational methods; editing, coding, content analysis

#### **SECTION-C**

Hypothesis Formulation: An overview of non-parametric tests (Wilcoxon Matched – pairs signed – rank test, Mann – Whitney test, Kruskal – Wallis H-test). Introduction to Multivariate Analysis: Factor Analysis; Discriminant Analysis; Cluster Analysis; Dimensional Analysis; Conjoint Analysis.

## SECTION-D

Presentation of Results: Report writing: Purpose of a Report; Essentials of a Good Report; Format of a Report; Types of Report Presentation, procedure of preparation of reference and bibliography (APA model)

### References:

1. WG Zikmund, BJ Babin, JC Carr, M Griffin., Business Research Methods, 8<sup>th</sup>ed, Thomson Learning, Bombay House, 2013.
2. T N Srivastava, Shailaja Rego, Business Research Methods, 2<sup>nd</sup>ed, Tata McGraw- Hill Companies, 2008
3. Naresh K. Malhotra, David F. Birks, Daniel Nunan, Marketing Research: An Applied Approach, 5<sup>th</sup>ed, Pearson Education, New Delhi, 2017.
4. Deepak Chawla, Neena Sondhi, Research Methodology, Vikas Publications, 2011 Prahlad Mishra, Business Research Methods: 1<sup>st</sup>ed, Oxford India, 2015

Course Title/Code	<b>MACRO ECONOMICS/MCH113B</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	Nil
Course Objectives	The Macroeconomics course is designed to provide students with a unified frame work that can be used to analyze macroeconomic issues such as national income concepts, Money Supply, Inflation, National Income determination, International aspects of Macroeconomics and macroeconomic policies.

	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
Syllabus	TOTAL	100%

### SECTION A

Macroeconomics: meaning, nature and scope, the circular flow Models of the Economy, National Income: Concepts, measurements, difficulties and importance.

### SECTION B

Money – Its functions and Role, Quantity theory of Money, Keynesian view about money and price; Inflation – Meaning, Measures and Effects; Theories of Inflation

### SECTION C

Theory of Income and Employment – The classical theory of Output and Employment, Keynesian Theory of Income and Employment, Four sector model of income determination in an open Economy

## SECTION D

Balance of Payments: Meaning and Assessment, Disequilibrium and Adjustments, Macroeconomic Policy: Meaning, Objectives and Formulation, Monetary Policy and Fiscal Policy

### References:

- 1 Errol D'Souza, Macro Economics, 2/e, Pearson Education, 2012.
- 2 Aggarwal, Macroeconomics Theory and Policy, Pearson Education. 1.e, paperback, 2010
- 3 Samuelson, Nordhaus, Chaudhri, Macroeconomics, Tata McGraw Hill, 19/e, 19th edition, 2010
- 4 D. N Dwivedi, Macro Economics, McGraw Hill Education, 4th edition, 2015
- 5 Mishra and Puri, Modern Macro-Economic Theory, Himalaya Publishing House. 17th ed, 2017

Course Title/Code	<b>HUMAN RESOURCE MANAGEMENT /MCH114B</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	Nil
Course Objectives	The objective of the course is to familiarize students with the different aspects of managing Human Resources in the organization through the phases of acquisition, development and retention.

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

## SECTION A

Introduction: Concept, nature, scope, objectives and importance of HRM; Evolution of HRM; Environment of HRM; Personnel Management v/s HRM. Acquisition of Human Resources: HR Planning; Job analysis – job description and job specification; recruitment – sources and process;

selection process – tests and interviews; placement and induction. Job changes – transfers, promotions/demotions, separations

### SECTION B

Training and Development: Concept and importance of training; types of training; methods of training; design of training program; evaluation of training effectiveness; executive development

– process and techniques; career planning and development

### SECTION C

Performance Appraisal: Performance appraisal – concept and objectives; traditional and modern methods, limitations of performance appraisal methods.

### SECTION D

Compensation and Maintenance: Compensation: job evaluation – concept, process and significance; components of employee remuneration – base and supplementary; maintenance: overview of employee welfare, health and safety, social security.

#### References:

1. Chhabra, T. N; Human Resource Management, 4<sup>th</sup>ed, Dhanpati Rai and Co. Pvt. Ltd New Delhi 2003.
2. Dr. Gupta, C. B.; Human Resource Management, 11<sup>th</sup> revised ed, Sultan Chand and Sons, New Delhi, 2008.
3. Khanka S S, Human Resource Management (Text and Cases), S. Chand & Company Ltd, 2013
4. Flippo, Edwin B. ,Personnel Management, (McGraw-Hill International Editions: Management Series, 1984.
5. Rao, V S P, Human Resource Management, Text and Cases, Excel Books, 2004.
6. Aswathappa, K.; Human Resource and Personnel Management (Text and Cases), Tata McGraw Hill Publishing Company, New Delhi, 2003
7. Dessler, Gary. Human Resource Management, 15th ed, Prentice Hall, 2013
8. D’Cenzo, David A & Stephen P. Robbin, Personnel Human Resource Management, 7<sup>th</sup>ed, Prentice Hall of India.

Course Title/Code	<b>FINANCIAL MANAGEMENT/MCH115B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	Nil
Course Objectives	Every decision that a firm makes has a finance component to it. Thus, finance includes all of a firm’s decision that has financial implications. It broadly includes Investment Decisions, Financing Decisions & Management of Current Assets Decisions. These decisions, of course, have the implications on the firms’ market/share value. As a finance manager, one has to take the above decisions. The objective of this course is to provide a conceptual framework necessary to understand financial issues and the techniques to manage them efficiently and effectively. One may choose a career in manufacturing sector, non-governmental or services sector, investment banks, management consultancy etc, the learning of the art of finance is a must.

Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### SECTION A

Introduction, Objectives of Financial Management, Scope and Functions of Financial Managers, Financial Managers roles, Profit Vs Wealth Maximization, Agency Costs, Time Value of Money, Future Value and Present Value of lump sum, Future Value and Present Value of Annuity, Multi Period compounding

#### SECTION B

Capital Budgeting Decisions, Nature of Investment Decisions, Investment Evaluation Criteria: NPV (Net Present Value), IRR (Internal Rate of Return), PI (Profitability Index), Payback Period, Discounted Payback Period, Accounting Rate of Return

#### SECTION C

Significance of Working Capital Management, Types of Working Capital, Operating Cycle, Determinants of working capital, Objectives of Inventory Management, Types of Inventory, Economic Order Quantity, Cash Management, Motives for Holding Cash, Objectives of Cash Management, Credit Management, Credit Management

#### SECTION D

Meaning, Factors Affecting Cost of Capital, Significance, Capital Structure Theories: Concept of Value of Firm, Factors Determining Capital Structure, Financial Distress, Leverages: Meaning, Financial Leverage and Operational Leverage, Significance, Dividend Policy: Definition and Types of Dividends, Determinants of Dividend Policy, Rights and Bonus Shares

#### Text Books:

1. I. M. Pandey, *Financial Management* 2010 (10<sup>th</sup>ed.) (Vikas Publishing House)
2. Y. M. Khan, and P. K. Jain, *Financial Management* 2012 (6<sup>th</sup>ed.) (Tata McGraw Hill Company)

#### Reference Books:

1. Prasanna Chandra, *Financial Management: Theory and Practice*, 2012 (8<sup>th</sup> ed.) (Tata McGraw Hill)
2. Van C. Home & M. Wachowich, *Fundamentals of Financial Management* 2008 (13<sup>th</sup>ed.) (Prentice Hall of India).

Course	<b>ADVANCED EXCEL/ CHH105B</b>
Title/Code	
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	2-0-2-0
Course Objectives	At the end of this course, students will be able to understand the basic and advanced functions in Excel for business activities.

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION-A**

Introduction to Excel: Excel Introduction, Understanding Workbooks and Worksheets, Introducing the Ribbon, Using Shortcut Menus, Working with Dialog Boxes, Using the Task Pane, Creating Excel Worksheet, Entering and Editing Worksheet Data, Essential Worksheet Operations.

#### **SECTION-B**

Advanced Excel : Working with Cells and Ranges, Introducing Tables, Worksheet Formatting, Using Custom Number Formats, Understanding Excel Files, Using and Creating Templates, Printing Your Work, Working with Dates and Times, Introducing Formulas and Functions, Creating Formulas That Count and Sum, Creating Formulas That Look Up Values

#### **SECTION-C**

Creating Formulas for Financial Applications, Introducing Array Formulas, Visualizing Data Using Conditional Formatting, Using Data Validation, Creating Charts and Graphics 04 Understanding How Excel Handles Charts, Understanding Chart Types, Understanding Chart Elements, Modifying the Chart Area, Modifying the Plot Area, Working with Chart Titles, Working with a Legend

#### **SECTION-D**

Working with Gridlines, Working with Data Series, Creating Chart Templates, Analyzing Data with Excel 04 Introducing Pivot Tables, Analyzing Data with Pivot Tables, Understanding Slicers and Slicer properties

#### **References:**

1. John Walkenbach, Excel 2013 Bible, Wiley, PAP/CDR edition, 2013
2. John Walkenbach, Excel 2013 Power Programming with VBA (Mr. Spreadsheet's Bookshelf) Wiley; PAP/CDR edition, 2013

## **Excel LAB**

### **SECTION A**

Introduction to Excel : Excel Introduction· Basic formulae: Entering and editing data, Creating and copying formulae, Creating functions easily Formatting: Inserting/deleting rows/columns, Changing fonts, Colors and borders,· Merging and aligning cells Printing: Page break preview, Using page layout view, Headers and footers, Freezing· print titles Charts: Selecting data, Quick ways to create charts, Formatting your chart· Basic tables: Table styles, Using calculated columns, Header rows and total rows· Case Exercises/ Practical Assignments/Activities

### **SECTION B**

Advanced Excel : Sorting and filtering lists/tables of data, custom sort· Number formatting: Creating custom formats, The four parts of a format, Scaling· numbers Dates and times: How

dates and times are stored, Useful date/time functions, Formatting dates and times , Conditional formatting: Creating/using cell rules, Data bars and colour sets, Styles and themes, How themes work, Using the default styles, Creating custom styles  
 Validation and protection: Setting cell validation, Protecting cells/worksheets, Grouping and outlining, Cell comments Range names and absolute references: Absolute references (\$ symbol), Fixing only the row/column, Creating range names, Labelling ranges automatically, Case Exercises/ Practical Assignments/Activities

**SECTION C**

Advanced Excel: Excel Functions: Introduction to Mathematical Functions, Introduction to Text Functions, Introduction to Logical & Reference Functions, Introduction to Date & Time Functions, Introduction to Financial Functions, Introduction to Information Functions IF and LOOKUP functions: The conditional (IF) function, Nested Ifs, Lookup functions Case Exercises/ Practical Assignments/Activities

**SECTION D**

Tables and Charts : Advanced Tables, Using calculated columns, Removing duplicates, Advanced filter Pivot tables: Creating pivot tables, Swapping rows, columns and pages, Grouping fields Slicers, Pivot table slicers, Changing slicer properties Advanced charts, Creating chart templates, Combination charts, Picture charts, Custom chart types, Case Exercises/ Practical Assignments/Activities

**References:**

1. John Walkenbach, Excel 2013 Bible, Wiley, PAP/CDR edition, 2013
2. John Walkenbach, Excel 2013 Power Programming with VBA (Mr. Spreadsheet's Bookshelf) Wiley; PAP/CDR edition, 2013

<b>Course Title/ Code</b>	<b>Financing and Business Development of Healthcare Management (MCH 119B)</b>
<b>Course Type:</b>	Elective (Departmental)
<b>Course Nature:</b>	Hard
<b>L-T-P-O Structure</b>	(3-0-0-0)
<b>Objectives</b>	<p>A Healthcare scenario has changed dramatically in recent years. A healthcare manager must adapt to competition, regulatory standards, high rising costs, advancement of technology. After studying the course the student should be able to:</p> <p>CO1: Understand the need for marketing/develop marketing and branding strategies</p> <p>CO2: Understand the concepts of social media marketing and referral marketing, inbound and outbound marketing, media mix for healthcare provider</p> <p>CO3: Understand the concepts of financial activities of healthcare organisations</p>



Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
	<b>TOTAL</b>	<b>100%</b>

#### SECTION A

Introduction of Healthcare Marketing, Understanding the need of marketing in healthcare, challenges for healthcare organizations, Stakeholders in healthcare, Developing marketing strategies, Marketing strategies for the Greatest Generation, Baby Boomers, Generation X and Millennial, Customer Touch Points, Marketing to Physicians, Developing Brand strategies

#### SECTION B

Media - our ALLY or ENEMY, Inbound Marketing, Outbound Marketing, ROI of inbound and outbound marketing, Social Media Marketing, ROI of Social Media Marketing, Using Social Media to serve patients, Referral Marketing, HIPAA and legal implications of marketing, Protecting patient privacy.

#### SECTION C

The Media Mix, Hierarchy of media effectiveness for healthcare providers, owned media, integrating marketing and environmental design, Paid media, Earned Media, mass media channels, Role of CRM in Healthcare, CRM Tools and database, Healthcare Performance analysis using CRM

#### SECTION D

Financial Environment , Financial Activities of healthcare, Revenues: Operating and Non Operating Revenues, Charity, Bad debts in healthcare, Direct and Indirect Expenses, Income Statement

#### Text Books:

1. Shipley, M. D. In Search of Good Medicine: Hospital Marketing Strategies to engage Healthcare Consumers
2. Gapenski, L. C. HealthCare Finance: An Introduction to Accounting and Financial Management 3<sup>rd</sup> Edition

Course Title/Code	<b>BUSINESS COMMUNICATION II/MCH116B</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0

Course Objectives	<p>CO1: To develop the skills of the professional undergraduate students for proper self-expression, social communication, spoken English, correct pronunciation, voice modulation and business etiquettes.</p> <p>CO2: The students will improve their personality, communication skills and enhance their self-confidence</p>
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	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

### SECTION A

Meaning; Nature; Key functions of leadership styles; Responsibilities of a Leader; Qualities of a Good Leader; Role of Communication in Delegating Responsibilities; Setting aside personal desires; Importance of Communication in Building Teams ; Leadership in Groups/Teams, Organizations, & the Public Sphere; Cultural Differences in Leadership; Leadership Communication & Ethics; Leadership Development; Creativity and Communication: Importance of Public Speaking and on Special Occasions; Qualities of a Good Speaker; Importance of Body Language; Using Humour and Wit; Structure of a Good Speech; Speaker's Credibility; Tips for Building Credibility; Grammar and Vocabulary: One- Word Substitution, Question Tags

### SECTION B

Theatre and Communication

Public Communication: Orality and performance (speech, visual effects and body language –observation & enactment), Communication as Self-Expression: Writing a Script; Devising a Message; Performing a Scene; Creating Scenes from day to day life such as: Students going to school, Customer visiting a mall/mart or buying a product from the shop, etc., Body Language: Revelation of Inner Self; Communication and Self Confidence; advantages of Self Confidence; Reason of lacking Self Confidence; Negative; Shades of not being Self Confident; Myths about Self Confidence; Tips to develop Self Confidence; Creativity and Communication: Paper Reading (compeering/ anchoring: Voice Modulation, Articulation etc.) ; Grammar and Vocabulary: Idioms and Phrases, Foreign Words

### SECTION C

Personality development: A must for communication and career growth, Personality: Meaning; Definition; Theories; Stages of Personality Development; Big five Personality dimensions; Major Determinants of Personality; Heredity Potentials; Environmental Influences; Relative Influences of Heredity and Environment, Nervousness: An Indispensable trait; Combating Nervousness; Understanding Self and Others; Self- concept; Perception; Communication and Self disclosure; Effective Disclosure; Openness

Communication and giving feedback; Creativity and Communication: Business Talk, Characteristics of Good Business Speaker; Importance of gestures; Practicing the Art of Business Communication; Meeting, Playing role of effective team members in a meeting (task roles, personal roles, problem roles) , Grammar and Vocabulary: Reported Speech, Phrasal Verbs

## SECTION D

Levels of Communication (interpersonal, intrapersonal, group, public); Communication as a Change Agent (silence, satire, artifice)

Determinants in Impacting Communication; Social, Political, Cultural; Semiotics and Communication; Ideology and Communication

Impact of Encoding and Decoding in Communication (noise, codes, culture, technology); Communication and Gratification: Four Models: Publicity Model; Ritual Model; Convergence Model; Reception Model; Creativity and Communication: Situation Writing and Situational Dialogues, Defining an Object (pictorial description), Expansion of Proverbs and Ideas; Grammar and Vocabulary: Synonyms, Antonyms, Reading Comprehension, Jumbled Sentences, Modifiers

### Lab Exercises

Exercises related to Grammar

Exercises related to Creativity and Writing Mock

Interviews

Extempore Group

Discussion Debate

Role Plays (Meeting)

Final production of a one act play/ scene

Introduction to Articulation Skills (Conversation: Telephonic and Face-to-Face) Listening to Understand (Hearing vs. Listening)

Listening for Inter-personal Effectiveness Techniques & Levels of Reading Comprehension

### References:

1. Amodio, Mark C. Writing the Oral Tradition: Oral Poetics and Literate Culture in Medieval England; 1<sup>st</sup> ed., ND University of Notre Dame Press, 2004.
2. Barun K. Mitra, Personality Development and Soft Skills, 2<sup>nd</sup> ed., Oxford University Press, 2011.
3. Beardsley, M. C., "Aspects of Orality: A Short Commentary", New Literary History 8,3 Spring 1977.
4. Bel, B. et al., Media and Mediation, 1<sup>st</sup> ed., Sage, New Delhi. 2005.
5. Bernet, John R, Mass Communication, An Introduction, Prentice Hall. 1989.
6. Conar Nira, Communication Skills for Professionals, 2<sup>nd</sup> ed., PHI Pvt. Ltd.
7. Fiske, John, Introduction to Communication Studies, 2<sup>nd</sup> ed. Routledge. 1990.
8. Guffey Mary Ellen, Business Communication: Process and Product, 5<sup>th</sup> ed, South-Western, Thomson Publishing, 2005.
9. Hurlock, B Elizabeth; Personality Development, 1st ed., Tata McGraw Hill. 1976.
10. McQuail, Dennis, Mass Communication Theory, 4<sup>th</sup> ed., London, Sage. 2000.
11. Pareek Udai; Understanding Organizational Behaviour, 2nd ed., Oxford University Press; 3 ed. 2011.

12. Penrose and Rasberry, Business Communication for Managers: An advanced approach, 5th ed., Cengage Learning, 2007.
13. Pushpa Lata, Kumar Sanjay, Communicate or Collapse: A Handbook of Effective Public Speaking, Group Discussions and Interviews, 1st ed., PHI Pvt. Ltd. 2007
14. Rogets Thesaurus of English Words and Phrases, Penguin Reference; by George Davidson (Editor), Paperback 2004.
15. Schechter Joel Popular Theatre: A Sourcebook, Routledge, 2013.
16. Viswanathan Rajeesh, Business Communication, Himalaya Publishing House, Mumbai, India, 2011.
17. Wren & Martin; New Ed. ; High School; English Grammar & Composition Revised by N.D.V. Prasada Rao; S. Chand, Paperback
18. Yukl G; Leadership in Organisation: 8th ed., Prentice-Hall. 2013

Course Title/Code	<b>PROFESSIONAL DEVELOPMENT PROGRAM I / CDO101B</b>
Course Type:	UC
Course Nature:	Soft
L-T-P-O Structure	1-0-0-0
Prerequisites	Nil
Course Objectives	<p>CO1: To develop effective presentation skills.</p> <p>CO2: To become self-aware individuals by assessing one's own strengths, weaknesses, opportunities and threats.</p> <p>CO3: To enable students to create broad career plans, evaluate the employment market, identify the industries they are interested in, Identify the companies they would like to work with, and identify the departments in a company they would like to work in.</p> <p>CO4: To understand nuances of team work.</p> <p>CO5: To understand how cultures affects communication and identify essentials of effective cross cultural communication.</p> <p>CO6: To appreciate importance of creativity in problem solving.</p>

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

## **SECTION A**

Parts of Speech, Tense, Active and Passive Voice, Sentence, Words often confused, Identifying & Analyzing Grammatical Errors in sentences related to pronoun, Article, Verb, Preposition

## **SECTION B**

Introduction to Business Communication: Basic forms of communication, Process of communication, Principles of effective Business Communication, 7 Cs.; Media of Communication: Types of communication: Barriers of communication (Practical exercise in communication); Introduction to Business Communication: Basic forms of communicating; Communication models and processes; Effective communication; Theories of Communication.; Self-Development and Communication: Development of positive personal attitudes

## **SECTION C**

Corporate Communication: Formal and informal communication networks; Grapevine; Miscommunication (Barriers); Improving communication. ; Practices in business communication; Group discussions; Mock interviews; Seminars; Effective listening exercises;

Individual and group presentations and reports writing, Principles of Effective Communication. ; Business manners, Body language gestures, Etiquette of the written word, Etiquette of the telephone, handling business meetings. Case Studies

## **SECTION D**

Business letter writing: Need, Functions and Kinds, Layout of letter writing. Types of letterwriting: Persuasive letters, Request letters, Sales letters, Complaints and Adjustments; Departmental Communication: Meaning, Need and types: Interview letters, Promotion Letters, Resignation letters, Newsletters, Circulars, Agenda, Notice, Office memorandums, Office orders, Press release, Report writing; Technology Enabled Communication: E-mail etiquettes and writing.

SEMESTER - 3										
SUBJECT CODES	SUBJECT NAME	**OFFERING DEPARTMENT	*COURSE NATURE (Hard/Soft/Workshop/NTCC)	COURSE TYPE (Core/Elective/University Compulsory)	L	T	P	O	NO. OF CONTACT HOURS PER WEEK	NO. OF CREDITS
MCH210B	CLINICAL SERVICES	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH211B	PLANNING AND DESIGN OF HOSPITALS	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH212B	HEALTH SYSTEMS AND MANAGEMENT	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH201B	BUSINESS LAW	DMC	HARD	CORE	3	0	0	0	3	3
ECH212B	MANAGEMENT INFORMATION SYSTEMS	ECE	HARD	CORE	2	0	2	0	4	3
MCH202B	CONSUMER BEHAVIOUR	DMC	HARD	CORE	3	0	0	0	3	3
MCH203B	OPERATIONS MANAGEMENT	DMC	HARD	CORE	3	0	0	0	3	3
FLS101, 102,103	FOREIGN LANGUAGE	MRVFL	SOFT	UC	2	0	0	0	2	1
CHH137	ENVIRONMENTAL SCIENCES	CHEM DEPT	HARD	UC	2	0	0	0	2	2
<b>TOTAL (L-T-P-O/CONTACT HOURS/CREDITS)</b>					<b>24</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>26</b>	<b>24</b>

Course Title/Code	<b>CLINICAL SERVICES /MCH210B</b>
Course Type:	Elective (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	Develop a working knowledge of the hospital practices for the clinical departments of the hospital.

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

**SECTION-A**

Front office - Out Patient Department Services – Indoor Services ( IPD Department)

**SECTION-B**

Emergency Department - Operation Theatre services – ICU Services

**SECTION-C**

Radiology Services – Laboratory Services – Cardiac Imaging Services – Radiation Hazards

**SECTION-D**

Nursing Services and Management – Job Responsibilities of Nursing Services

**References:**

1. Sonu Goel, Anil Kumar Gupta, Amarjeet Singh, "Hospital Administration," Elsevier India, 2013
2. BM Sakharkar, "Principles & Planning of Hospital administration," 2<sup>nd</sup> ed, Jaypee, 2009.

Course Title/Code	<b>PLANNING AND DESIGN OF HOSPITALS/MCH211B</b>
Course Type:	Elective
Course Nature:	Hard

L-T-P-O Structure	3-0-0-0
Course Objectives	To develop working knowledge of Hospital planning and design from multiple stakeholders and disciplinary perspectives

Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### SECTION A

Building a teaching hospital , Challenges in setting up a tertiary hospital

#### SECTION B

Hospital administration

#### SECTION C

Role of planning & designing in Hospital Management

#### SECTION D

Designing disabled - friendly hospitals - need of the hour

#### References:

1. Sonu Goel, Anil Kumar Gupta, Amarjeet Singh, "Hospital Administration," Elsevier India, 2013
2. BM Sakharkar, "Principles & Planning of Hospital administration," 2<sup>nd</sup> ed, Jaypee, 2009.

Course Title/Code	<b>HEALTHCARE SYSTEMS AND MANAGEMENT/MCH212B</b>
Course Type:	Elective
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0



Course Objectives	<p>Students will be able to:</p> <p>CO1: Understand to different concepts in health and its determinants.</p> <p>CO2: Critically evaluate healthcare practices and policies</p> <p>CO3: Identify key policy issues in contemporary health systems and epidemiology.</p>
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Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### SECTION A

Concepts in Community Health – National Health Planning, Health Sector, Primary, Secondary and Tertiary Healthcare, Structure of Health and Family welfare services: District Level, State Level and National Level.

#### SECTION B

Indian Health System: Challenges and Constraints: Introduction, HDI, rich poor health disparity, Evolution of Indian Health system: Public-private partnership, Vision for Healthcare, Planning Commission & NITI Aayog, Public Spending on Health, Emergence of Private Sector in Healthcare, Issues and Challenges

#### SECTION C

Epidemiology, Preventive Healthcare, Transmission, Outbreak investigation, Disease Surveillance, Environmental Epidemiology, Forensic Epidemiology, Occupational Epidemiology, Screening, Clinical Trials

#### SECTION D

Vital Statistics: Introduction, Purpose, Uses, Sources of Vital Statistics, Indian Statistical System, Population Census, Civil Registration System, Sample Registration System, National Sample Survey Office, Health Surveys, NFHS

**References:**

1. Sonu Goel, Anil Kumar Gupta, Amarjeet Singh, "Hospital Administration," Elsevier India, 2013
2. BM Sakharkar, "Principles & Planning of Hospital administration," 2<sup>nd</sup> ed, Jaypee, 2009.
3. Margaret Kilduff, "Healthcare organizations and the Health Systems"
4. K. Sujatha Rao, "Do We Care? India's Health System.

Course Title/Code	<b>BUSINESS LAW/MCH201B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	<p>CO1: To acquaint the students with the fundamental knowledge of Business Law and Indian Contract Act.</p> <p>CO2: To identify and interpret the different contracts like Indemnity, Bailment, Pledge, Guarantee etc in context of day to day life</p> <p>CO3: To analyze and understand the concepts and implications of Sales of Goods Act, 1930, Negotiable Instrument Act, 1881</p> <p>CO4: To acquaint the students with the basic knowledge of Indian Companies Act, 2013</p> <p>CO5: To make the students understand and analyze the practical working of a company and its nitty-gritties. .</p>

	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
Syllabus	TOTAL	100%

#### **SECTION A**

Indian Contract Act, 1872 (Fundamental Knowledge) Essentials of valid contract, discharge of contract, remedies for breach of contract.

#### **SECTION B**

Contracts of Indemnity, Guarantee, Bailment, Pledge and Agency

#### **SECTION C**

Sale of Goods Act 1930 Meaning of Sale and Goods, Conditions and Warranties, Transfer of Property, Rights of an unpaid seller.

The Negotiable Instruments Act 1881 – Essentials of Negotiable instruments, Kinds of N.I. Holder and Holder in Due Course, Negotiation by endorsements, crossing of a cheque and Dishonor of a cheque.

#### **SECTION D**

The Companies Act 1956 (Basic elementary knowledge) essential characteristics of a company, types of companies, memorandum and articles of association prospectus, shares – kinds, allotment and transfer, debentures, essential conditions for a valid meeting, kinds of meetings and resolutions.

Directors, Managing Directors, their appointment, qualifications, powers and limits on their remuneration, prevention of oppression and mismanagement

**References:**

1. M.C. Kuchhal&VivekKuchhal, Business Law, 6<sup>th</sup>ed, Vikas Publishing House, New Delhi,2013
2. Bagrial, Ashok; Company Law, 12<sup>th</sup>ed, Vikas Publishing House, 2012
3. Kapoor, N. D., “Elements of Mercantile Law”, Sultan Chand & Sons, New Delhi,2003
4. Kapoor, N. D.; Elements of Company Law, Sultan Chand & Sons, New Delhi, 2003.
5. Sen and Mitra; Commercial Law including co. law, 23rd ed, World Press Calcutta ,2002.
6. Jhabvala, N.H.; Law of Contracts, C. Jamnadas& Co. Mumbai., 2017
7. Jhabvala, N.H.; Consumer Protection Act, C. Jamnadas& Co. Mumbai., 2017
8. Dr. Singh, Avtar; Company Law,17<sup>th</sup>ed, Eastern Book Co. Lucknow, Bharat Law House,Delhi, 2018
9. Maheshwari, S.N. and S.K. Maheshwari; A Manual of Business Law, 2<sup>nd</sup> Edition,Himalaya Publishing House, 2015.

Course Title/Code	<b>CONSUMER BEHAVIOUR/MCH 202B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	CO1:To understand consumer behaviour in an informed and systematic way. CO2:To analyse personal, socio-cultural, and environmental dimensions that influence consumer decisions making. CO3:To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behaviour. CO4:To give the students a perspective to understand the application of market research in framing effective marketing strategies..

Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

**SECTION A**

Consumer Behavior: Concept, diversity of consumer behavior, Characteristics of Indian Consumers, Consumer behavior and marketing strategies. Consumerism: Evolution of consumer

society. Definition of consumerism, buyers & sellers' rights, effects of consumerism. Consumer Research.

**SECTION B**

Individual Determinants of Behavior- Personality, perception, attitude (attitudinal models), learning, Motivation, Group influence on consumer behaviour

**SECTION C**

Opinion leaders. Culture, Sub-culture, Cultural relevance to marketing decisions, Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings. Family: Role & Structure, Family Life Cycle, Diffusion of innovations: the diffusion process – the adoption process - consumer innovativeness and personality traits

**SECTION D**

Consumer decision making: Consumer Decision Making Process, Models of consumer decision making- Kollatt-Blackwell model, Howard-Sheth Model, Bettman's Model, Concept of involvement & extensive problem solving - limited problem solving – routinized responsive behavior. Organizational Buying: Concept & comparison with Consumer buying

**References:**

1. Blackwell, Roger, Miniard, Paul & Engel, James; Consumer Behaviour; 10<sup>th</sup>ed, Thomson Learning; New Delhi, 2009
2. Loudon, David J. & DellaBitta, Albert; Consumer Behaviour; 11<sup>th</sup>ed, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2014.
3. Schiffman, Leon G. & Kanuk, Leslie Lazar; Consumer Behaviour; 10<sup>th</sup> revised ed, Pearson Education; New Delhi, 2010
4. Schiffman, Leon G. and Joseph Wisenblit, Consumer Behaviour; Pearson N.Y., 2018
5. Solomon, Michael R.; Consumer Behaviour – Buying, Having and Being, 5<sup>th</sup>ed, Pearson Education; New Delhi, 2004.
6. Assel Henry, (2005), Consumer Behaviour, Biztantra, New Delhi, 2005..
7. Seth, J. N. & Mittal, B., Customer Behaviour-A Managerial Perspective, 2<sup>nd</sup>ed, Thomson South-Western, 2004

Course Title/Code	<b>OPERATIONS MANAGEMENT / MCH203B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	Nil
Course Objectives	CO1: Apply decision-support tools to business decision making.

	CO2:Construct and present effective oral and written forms of professionalcommunication. CO3:Apply knowledge of business concepts and functions in an integrated manner.CO4:Use specialized knowledge in Operations Management to solve business processes. CO5:Apply knowledge of fundamental concepts of operations management
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Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### SECTION A

What is operations management? Operations management is important in all types of organization, The input–transformation–output process, The process hierarchy, Operations processes have different characteristics, The activities of operations management, The quality objective, The speed objective, The dependability objective, The flexibility objective, The cost objective, Trade-offs between performance objectives, What is strategy and what is operations strategy?

#### SECTION B

What is layout? The basic layout types, what type of layout should an operation choose? Detailed design of the layout, what is process technology? Understanding process technologies, evaluating process technologies, implementing process technologies, what is capacity management, Measuring demand and capacity, the alternative capacity plans, choosing a capacity planning and control approach, Capacity planning as a queuing problem

#### SECTION C

What is inventory? Why is inventory necessary? Some disadvantages of holding inventory, the volume decision – how much to order, the timing decision – when to place an order, Inventory analysis and control systems, what is supply chain management? The activities of supply chain management, Types of relationships in supply chains

#### SECTION D

What is ERP? How did ERP develop? Implementation of ERP systems, Master production schedule, The bill of materials (BOM), Inventory records, What is lean synchronization? Eliminate waste, Lean synchronization and other approaches, what is quality and why is it so important? Diagnosing quality problems, Conformance to specification, Total quality management (TQM)

#### References:

1. Schmenner, R. *Production/Operations Management*. 5th ed. Macmillan Publishing Company, 1992.
2. Nahmias, S. *Production and Operations Analysis*. 2nd ed. Irwin, 1993.
3. Chase, Jacobs and Aquilano, *Operations Management for Competitive advantages*, TataMcGraw-Hill Education Pvt. Ltd. (2010)
4. Gerard Cachon and Christian Terwiesch., *Matching Supply with Demand*. 4<sup>th</sup>ed, McGraw-Hill in 2016.

Course Title/Code	<b>MANAGEMENT INFORMATION SYSTEMS/ ECH212B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	2-0-2-0
Course Objectives	CO1:Understand and apply core knowledge in Management Information Systems(MIS) CO2:Identify and analyze requirements for information systems CO3:Understand and apply design principles in Information Systems CO4:Understand and apply system development & project management principlesCO5:Effectively evaluate technology alternatives to solve problems in an MIS context CO6:Effectively communicate to both business and IT professionals

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Data, Information, Knowledge, MIS: Need, Purpose and Objectives, MIS and Decision Making Concepts, Herbert Model of Decision Making, Concept of Information, Classification of Information, Value of Information, MIS and Information Concepts

#### **SECTION B**

Concept of SAD, Need of SAD, Process of SAD, MIS and System Analysis, Implementation of MIS

#### **SECTION C**

Planning, Designing of MIS, Decision Support Systems - Overview, Components and Classification, Steps in constructing a DSS, Philosophy of DSS

#### **SECTION D**

Introduction to ERP, Structure of ERP, Concepts of DBMS, Concepts of RDBM, ER Modeling

#### **References:**

1. Kroenke, D. M., Gemino, A., & Tingling, P. "Experiencing MIS (4th Canadian Edition). Toronto: Pearson., 2016.
2. Poatsy, M. A., Cameron, E., Williams, J., & Grauer, R." Exploring Microsoft Office Access 2016", Comprehensive. Boston: Pearson Education Inc. , 2017.
3. Kenneth C Laudon & Jane P. Laydon, Management Information Systems, 13<sup>th</sup>ed, , Pearson Education Limited, 2014

course Title/Code	<b>ENVIRONMENTAL SCIENCES /CHH137</b>
Course Type:	Core(Allied)
Course Nature:	Hard
L-T-P-O Structure	2-0-0-2
Course Objectives	Student will be able to understand strategic cost management process

	Sections	Weightage
	A	25%
	B	25%
	C	25%
Syllabus	D	25%
	TOTAL	100%

#### SECTION A

Multidisciplinary nature of environmental studies, Definition, scope and importance; Need for public awareness., Renewable and non-renewable resources :

Natural resources and associated problems.

- a. Forest resources : Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forest and tribal people.
- b. Water resources : Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.
- c. Mineral resources : Use and exploitation, environmental effects of extracting and using mineral resources, case studies.
- d. Food resources : World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.
- e. Energy resources : Growing energy needs, renewable and non renewable energy sources, use of alternate energy sources. Case studies.
- f. Land resources : Land as a resource, land degradation, man induced landslides, soil erosion and desertification.
- g. Role of an individual in conservation of natural resources.
- h. Equitable use of resources for sustainable lifestyles.

#### SECTION B

Ecosystems: Concept of an ecosystem, Structure and function of an ecosystem, Producers, consumers and decomposers, Energy flow in the ecosystem., Ecological succession., Food chains, food webs and ecological pyramids, Introduction, types, characteristic features, structure and function of the following ecosystem :-

- a. Forest ecosystem
- b. Grassland ecosystem
- c. Desert ecosystem
- d. Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

Biodiversity and its conservation: Introduction – Definition : genetic, species and ecosystem diversity., Biogeographical classification of India, Value of biodiversity : consumptive use, productive use, social, ethical, aesthetic and option values, Biodiversity at global, National and local levels, India as a mega-diversity nation, Hot-spots of biodiversity., Threats to biodiversity : habitat loss, poaching of wildlife, man-wildlife conflicts, Endangered and endemic species of India, Conservation of biodiversity : In-situ and Ex-situ conservation of biodiversity.

### SECTION C

Environmental Pollution, Definition, Cause, effects and control measures of :-

- a. Air pollution
- b. Water pollution
- c. Soil pollution
- d. Marine pollution
- e. Noise pollution
- f. Thermal pollution
- g. Nuclear hazards

Solid waste Management : Causes, effects and control measures of urban and industrial wastes., Role of an individual in prevention of pollution, Pollution case studies, Disaster management : floods, earthquake, cyclone and landslides.

Social Issues and the Environment

From Unsustainable to Sustainable development, Urban problems related to energy, Water conservation, rain water harvesting, watershed management, Resettlement and rehabilitation of people; its problems and concerns. Case Studies, Environmental ethics : Issues and possible solutions., Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case Studies, Wasteland reclamation, Consumerism and waste products., Environment

Protection Act, Air (Prevention and Control of Pollution) Act, Water (Prevention and control of Pollution) Act

### SECTION D

Human Population and the Environment: Population growth, variation among nations, Population explosion – Family Welfare Programme, Environment and human health, Human Rights, Value Education, HIV/AIDS, Women and Child Welfare., Role of Information Technology in Environment and human health, Case Studies.

#### References:

1. Environmental Chemistry C. Baird and M. Cann W.H. Freeman and Company, New York, 2012.
  1. Green Chemistry and engineering: A practical Design Approach C.J-Gonzalez and D.J.C.Constable A John Wiley & Sons, INC., publication, New Jersey, 2011
  1. Environmental Chemistry S.E. Manahan CRC Press, 2005

Perspectives in Environmental Studies Kaushik & Kaushik New age international publishers Ltd.-New Delhi

1. The Green marketing Manifesto John Grant Wiley Pub.



**ENVIRONMENTAL SCIENCES PRACTICAL (CHH137) –FIELD WORK**

1. Visit to a local area to document environmental assets- river/forest/grassland/hill/mountain
2. Visit to a local polluted site-Urban/Rural/Industrial/Agricultural
3. Study of common plants, insects, birds.
4. Study of simple ecosystems-pond, river, hill slopes, etc. (Field work Equal to 5lecture hours)

**References:**

1. Saha, B. Environmental Sciences and Sustainable Development, International Conference on Environmental Science and Sustainable Development- 2015, World Scientific Publishing Co. Pvt. Ltd, 2015.
2. Thakur, V. A Text Book of Environmental Sciences, Scientific Publishers, 2012
3. Granjou, C. Environmental Changes: The Futures of nature, ISTE Press Elsevier, 2016.

**SEMESTER -4**

SUBJECT CODES	SUBJECT NAME	**O FFE RING DEPAR TMENT	*CO URSE NA TURE (Hard/Soft/Workshop/NTCC)	CO URSE TYPE (Core/ Elective/ University Compulsory )	L	T	P	O	NO. OF CONTACT HOURS PER WEEK	NO. OF CREDITS
MCH226 B	MATERIAL & INVENTORY MANAGEMENT	DM C	HA RD	ELEC TIVE	3	0	0	0	3	3
MCH227 B	HEALTHCARE INFORMATION SYSTEM	DM C	HA RD	ELEC TIVE	3	0	0	0	3	3
MCH228 B	MANAGEMENT OF MEDICATION	DM C	HA RD	ELEC TIVE	3	0	0	0	3	3
MCH229B	HEALTHCARE & HUMAN RESOURCE MANAGEMENT	DM C	HA RD	ELEC TIVE	3	0	0	0	3	3

MCH217 B	RESEARCH METHODOLOGY	DM C	HA RD	CORE	3	0	0	0	3	3
MCH218 B	SERVICES MARKETING	DM C	HA RD	CORE	3	0	0	0	3	3
MCH230 B	HEALTHCARE INDUSTRY PROJECT	DM C	NTC C	ELEC TIVE	0	0	0	8	16	8
<b>TOTAL (L-T-P-O/CONTACT HOURS/CREDITS)</b>					<b>18</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>34</b>	<b>26</b>

Course Title/Code	<b>SERVICES MARKETING /MCH218B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	Participants who master the course material will acquire knowledge about the various disciplines contribution in understanding buyer behavior in a holistic manner. He/she will acquaint with the advances in consumer research in deciphering buyer motivation, behavior (pre-purchase, purchase and post purchase) and impact of social and cultural variables on consumption decisions. The participants will get equipped with frameworks to analyze consumer's behavior and use them in designing marketing strategies and in enhancing the effectiveness of marketing programs.

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### SECTION A

Introduction Growth of the service sector, the concept of service, Characteristics of Service – Classification of service – Designing of the service, blueprinting, using technology developing, human resources, building service aspirations

## SECTION B

Marketing Mix In Service Marketing: The Seven Ps: Product decision, Pricing, Strategies and tactics, Promotion of service and placing of distribution methods for services. Additional dimension in services marketing – People, physical evidence and process

## SECTION C

Effective Management Of Service Marketing: Marketing Demand and Supply through capacity planning and segmentation – Internal marketing of Services – External versus Internal orientation of service strategy

## SECTION D

Delivering Quality Service: Causes Of Service – Quality Gaps, The Customer Expectations Versus Perceived Service Gap. Factors And Techniques To Resolve This Gap Customer Relationship Management. Gaps In Services – Quality Standards, Factors And Solutions – The Service Performance Gap – Key Factors And Strategies For Closing The Gap, External Communication To The Customers – The Promise Versus Delivery Gap – Developing Appropriate And Effective Communication About Service Quality. Marketing Of Service With Special Reference To: 1. Financial Services 2. Health Service 3. Hospitality Services including travel, hotels and tourism 4. Professional Service 5. Public Utility Services 6. Educational Services

### References:

- 1 Joachen Wirtz, Patricia Chew and Christopher Lovelock, Essentials of Services Marketing, 2<sup>nd</sup> ed, Pearson Education, South Asia Ltd, 2013.
- 2 Adrian Payne, The Essence of Marketing New Delhi, Prentice Hall of India Pvt. Ltd., 2001.
- 3 Christopher Lovelock, Services Marketing, 4th edn, Pearson Education Asia, 2001.
- 4 Christopher Lovelock and Joachen Wirtz, Services Marketing: People, Technology, Strategy, Prentice Hall, 7th edition, 2011
- 5 K. Douglas Hoffman, John. E.G. Bateson, Essentials of Service Marketing, 2nd edn, Thomson – South Western, 2002.
- 6 Helen Woodroffe – Services Marketing, Mcmillan India Ltd., 1997.
- 7 S.M. Jha, Services Marketing, New Delhi Himalaya Publishing House, 2000.

Course Title/Code	<b>RESEARCH METHODOLOGY /MCH217B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	Nil
Course Objectives	CO1: This course will provide a comprehensive introduction to the subject of Business research, and discuss some key concepts, process and techniques, and their applications. CO2: After completion of this course, students will gain an appreciation for some of the breadth and depth of this subject and its significance for a business enterprise.

Syllabus	Sections	Weightage
	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Basic Concepts of Research: Business research; its concept, nature, scope, need and managerial value of business research; Research: Its objectives and types. Definitions: concepts, constructs, variables, Formulation of Research Problem; Steps of research & Research ethics. Research Design: Types of Research Design; Factors Affecting Research Design. Literature Review.

#### **SECTION B**

Sampling Methods and Techniques: Basic Concepts, Characteristics of a good sample, Sampling Frame, Sampling errors, Non Sampling errors, Types of sampling: Probability Sample, Non Probability sampling. Measurement of Data: Concept of Measurement: what is measured, Problems in measurement in management research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio scales. Attitude Scaling Techniques: Rating Scales and Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application. Types of Data - Primary Data, secondary data; data Collection - Questionnaire Method: Questionnaire Construction - Personal Interviews, Telephonic survey interviewing, and observational methods; editing, coding, content analysis

#### **SECTION C**

Hypothesis Formulation: An overview of non-parametric tests (Wilcoxon Matched – pairs signed – rank test, Mann – Whitney test, Kruskal – Wallis H-test), Introduction to Multivariate Analysis: Factor Analysis; Discriminant Analysis; Cluster Analysis; Dimensional Analysis; Conjoint Analysis.

#### **SECTION D**

Presentation of Results: Report writing: Purpose of a Report; Essentials of a Good Report; Format of a Report; Types of Report Presentation, procedure of preparation of reference and bibliography (APA model)

#### **References:**

1. WG Zikmund, BJ Babin, JC Carr, M Griffin., Business Research Methods, 8<sup>th</sup> ed, Thomson Learning, Bombay House, 2013.
2. T N Srivastava, Shailaja Rego, Business Research Methods, 2<sup>nd</sup> ed, Tata McGraw- Hill Companies, 2008
3. Naresh K. Malhotra, David F. Birks, Daniel Nunan, Marketing Research: An Applied Approach, 5<sup>th</sup> ed, Pearson Education, New Delhi, 2017.
4. Deepak Chawla, Neena Sondhi, Research Methodology, Vikas Publications, 2011
5. Prahlaad Mishra, Business Research Methods: 1<sup>st</sup> ed, Oxford India, 2015

Course Title/Code	<b>MATERIAL &amp; INVENTORY MANAGEMENT /MCH226B</b>
Course Type:	Elective(Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	To provide functional knowledge of Materials Management, Materials Procurement, Inventory Control as well as Warehousing for both service as well as manufacturing sector; b. To provide theoretical and practical exposure for application of such concepts.

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Definition and Importance of Material Management, Principles of Material Management, Material Management Cycle: Process & Documentation

#### **SECTION B**

Procurements: Centralized vs Decentralized, Concepts of Inventory Control

- i. Types of inventory control
- ii. Techniques of Inventory Control

#### **SECTION C**

Inventory Replenishment

#### **SECTION D**

Challenges of Material Management

#### **References:**

1. Guide Book to Accreditation Standards for Hospitals 4<sup>th</sup> ed., NABH, 2016.
2. Sonu Goel, Anil Kumar Gupta, Amarjeet Singh, "Hospital Administration," Elsevier India, 2013
3. BM Sakharkar, "Principles & Planning of Hospital administration," 2<sup>nd</sup> ed., Jaypee, 2009.

Course Title/Code	<b>HEALTHCARE INFORMATION SYSTEMS / MCH227B</b>
Course Type:	Elective (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	Nil
Course Objectives	The purpose of this course is to introduce the student to the principles of computer technology related to health care with emphasis on computerized medical billing, health care data collection, storage, retrieval, security arrangement, presentation, and verification. This course will also introduce the components and requirements of the electronic health record.

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Introduction to HMIS & Its need in a Hospital, Features of HMIS, Categorization of HMIS Modules

#### **SECTION B**

Operations Management of HMIS Modules, Advantages of HMIS

#### **SECTION C**

Challenges of HMIS, Procurement of HMIS Software

#### **SECTION D**

Implementation of HMIS

#### **References:**

1. Guide Book to Accreditation Standards for Hospitals 4<sup>th</sup> ed., NABH, 2016.
2. Sonu Goel, Anil Kumar Gupta, Amarjeet Singh, "Hospital Administration," Elsevier India, 2013
3. BM Sakharkar, "Principles & Planning of Hospital administration," 2<sup>nd</sup> ed, Jaypee, 2009.

Course Title/Code	<b>MANAGEMENT OF MEDICATION /MCH228B</b>
Course Type:	Elective (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	Students will gain a broader understanding of health-system pharmacy practice, with a focus on acute and ambulatory care, standards and regulations

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Pharmacy Services And Usage Of Medication , Policy And Procedures To Guide Storage Of Medication

#### **SECTION B**

Policy And Procedures To Guide Prescription Of Medication , Policy And Procedures To Guide Safe Dispensing Of Medication

#### **SECTION C**

Policy And Procedures For Medication Administration , Adverse Drug Events Monitoring

#### **SECTION D**

Policy And Procedures For Use Of Narcotic Drugs And Psychotropic Substances

#### **References:**

4. Guide Book to Accreditation Standards for Hospitals 4<sup>th</sup> ed., NABH, 2016.
5. Sonu Goel, Anil Kumar Gupta, Amarjeet Singh, "Hospital Administration," Elsevier India, 2013
6. BM Sakharkar, "Principles & Planning of Hospital administration," 2<sup>nd</sup> ed., Jaypee, 2009.

Course Title/Code	<b>HEALTHCARE AND HUMAN RESOURCE MANAGEMENT /MCH229B</b>
Course Type:	Elective(Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	Create executive decision-making strategies, as applied to human resources management Establish organizational workforce plans, in alignment with organizational goals and objectives Establish staff training and development programs, in alignment with organizational goals and objectives Implement successful recruitment and retention processes
	Evaluate workforce productivity Understand and value the strategic role of human resources management in a health care organization Understand and value the role of human resources in effectively managing organizational transformation Understand and value the impact of workforce diversity and globalization on healthcare organizations

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

**SECTION A**

Introduction and Functioning of HR, HR Planning.

**SECTION B**

Recruitment, Staff Skill Development & Training

**SECTION C**

Performance Appraisal

**SECTION D**



Documentations in HR Department, Challenges in HR

.References:

1. Guide Book to Accreditation Standards for Hospitals 4<sup>th</sup> ed., NABH, 2016.
2. Sonu Goel, Anil Kumar Gupta, Amarjeet Singh, "Hospital Administration,"Elsevier India,2013
3. BM Sakharkar, "Principles & Planning of Hospital administration," 2<sup>nd</sup> ed,Jaypee, 2009.

Course Title/Code	<b>HEALTHCARE INDUSTRY PROJECT /MCH230B</b>
Course Type:	Elective (Departmental)
Course Nature:	Soft
L-T-P-O Structure	0-0-0-8
Course Objectives	At the end of this course, students will be able to synthesize knowledge and skills previously gained and applied to an in-depth study and execution of an Healthcare Venture

General Guidelines

- a) Healthcare Industry Project is a compulsory course during semester IV
- b) It is an in-depth report of an Hospital Function by working in the department that incorporates a critical and analytical approach to the subject with a rigorous research focus. Alternatively, it is researching an issue or problem academically to find a solution.
- c) It is a faculty and Hospital Mentor supervised course component .
- d) Each student will be attached to a Faculty Supervisor and Hospital Mentor under overall control of Hospital Unit Head.
- e) The evaluation of Healthcare Industry Project is done in two stages viz. continuous evaluation and Final Industry

**SEMESTER V**

SUBJECT CODES	SUBJECT NAME	**OFFERING DEPARTMENT	*COURSE NATURE (Hard/Soft/)	COURSE TYPE (Core/Elective/)	L	T	P	O	NO. OF CONTACT HOURS PER WEEK	NO. OF CREDITS
			Workshop/NT	University Compulsory						
			CC)	)						
MCH301B	CUSTOMER RELATIONSHIP MANAGEMENT	DMC	HARD	CORE	3	0	0	0	3	3
MCH302B	INTERNATIONAL BUSINESS	DMC	HARD	CORE	3	0	0	0	3	3
MCH303B	STRATEGIC MANAGEMENT	DMC	HARD	CORE	3	0	0	0	3	3
CSH351B	WEBSITE DESIGNING	CST	HARD	CORE	0	0	3	0	3	1.5
MCH310B	HEALTH CARE INSURANCE & MANAGEMENT CARE	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH311B	QUALITY ASSURANCE IN HEALTH CARE	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH312B	LEGAL & ETHICAL ISSUES IN HEALTH CARE	DMC	HARD	ELECTIVE	3	0	0	0	3	3
CDS305B	PROFESSIONAL DEVELOPMENT PROGRAMME V	CDC	SOFT	UC	1	0	1	0	2	0
EDS289/EDS290/EDS288/PSE301/LWS325/LWS323	Applied Psychology/Applied Sociology/Applied Philosophy/Essential of Peace and Sustainability/Law Relating to Intellectual Property Rights/Cyber Law	EDU/LAW/PSE	SOFT	ALLIED ELECTIVE	1	0	2	0	3	2
<b>TOTAL (L-T-P-O/CONTACT HOURS/CREDITS)</b>					<b>22</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>26</b>	<b>22</b>

Course Title/Code	<b>CUSTOMER RELATIONSHIP MANAGEMENT/MCH301B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	<p>Students should be able to</p> <ul style="list-style-type: none"> <li>· Acquire the conceptual understanding of Customer Relationship Management.</li> <li>· Design, develop &amp; integrate CRM mechanism in organization.</li> <li>· Develop strategies to use CRM for a competitive advantage</li> </ul>

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

**Fundamentals of CRM:** Introduction, Emergence of CRM Practice, Factors Responsible for Growth of CRM, CRM Cycle , Stakeholders in CRM, Significance of CRM, Customer Relationship Management Comprehension and Implementation Model, CRM Comprehension, Components of CRM Programme, CRM Value Chain, CRM Process: A Historical Perspective, CRM Process: Modern Variables, Designing a CRM Implementation Model. Case Study

#### **SECTION B**

**Dimensions of CRM:** Customer Satisfaction: Meaning and Definition, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction, Concept and Significance of Customer Loyalty, Defining Customer Loyalty, Customer Loyalty Ladder, Loyalty Principles, Rationale of Customer Loyalty, Other Advantages of Customer Loyalty, Dimensions of Customer Loyalty, Attitudinal Loyalty, Behavioural Loyalty, Determinants of Customer Loyalty, Factors Affecting Customer Loyalty, case study

#### **SECTION C**

**IT in CRM:** e-CRM: An Information Technology Tool, e-CRM in Business, CRM: A Changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Functional Components of CRM Solution, Important CRM Software Programs, Database Management Database Construction, Data Warehousing, Data Mining, Characteristics of Data Mining, Data Mining Tools and Techniques.

#### **SECTION D**

**Dynamics in CRM:** CRM: A Cost-Benefit Analysis, Customer Value, Customer Lifetime Value, The Lifetime Value Equation, Customer Profitability, Customer Classification Based on Customer Profitability, Customer Profitability as Strategic Measurement Tool, Customer Profitability and Company Value.

**Text Book:**

Rai, Alok Kumar. Customer Relationship Management: Concepts and Cases.

**Reference book:**

1. Customer Relationship Management: Concept, Strategy, and Tools - By V. Kumar, Werner Reinartz - Springer, Second Edition
2. Customer Relationship Management - Francis Buttle - Butterworth-Heinemann is an imprint of Elsevier, Second Edition
3. Managing Customer Experience and Relationships - Don Peppers, Martha Rogers - Wiley & Sons, Third Edition

Course Title/Code	<b>INTERNATIONAL BUSINESS/MCH302B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	<p>Students will develop</p> <p>CO1:A thorough understanding of the factors that determine the business environment of emerging markets, the relevant changes over time, and the implications for corporate strategies devised for those markets</p> <p>CO2:Acquire knowledge and understanding of business and its functional fields (management and organization, human resources, accounting, finance, operations,and marketing).</p> <p>CO3:Got insights of the global monetary system and explain the role and importance of International Organizations</p> <p>CO4:learner's judgment will be tested through critically evaluate existing research, questioning the status quo, and provide alternative solution possibilities;and, recognize the international dimension of business</p>

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

**SECTION A**

Introduction- Theories of International trade, Globalization forces-meaning, dimensions and stages in it, Tariff and non tariff barriers, Trading blocs.

**SECTION B**

Analysis of Global Environment – Political, Social, Legal, Economic & Technological, Country risk analysis, Threats and

Opportunities to International Business, Rise of new economies- BRICS& ASIAN countries.

**SECTION C**

Global Monetary System - International Monetary Systems & Role played by IMF and World Bank, Balance of payments, International Finance and Foreign Exchange , Introduction to export and import and modes of payment in it.

**SECTION D**

Global Operations - Global Production, Outsourcing and Logistics Management, Global HRM, Global Marketing. South East Asian currency crisis, Foreign Direct Investment.

**References:**

1. International Business, Charles W L Hill & Arun K.Jain (Tata McGraw-Hill, 6th edition)
2. International Business, Cherunilam, Francis, Text and Cases (PHI, Fourth edition(Revised))
3. International Business, Justin Paul (Prentice Hall)
4. International Business, Dr. P. Subba Rao (Himalaya Publications, 2nd Revised Enlarged edition)

Course Title/Code	<b>STRATEGIC MANAGEMENT/MCH303B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	CO1:-Describe & identify the dynamic environment of Business Management . CO2:Examine & understand the need & importance of Strategic Management CO3: Analyse and interpret Porter s Five force model & demonstrate Value chain analysis CO4: evaluate & summarize the various corporate strategies adopted by the companies for sustenance of business CO5: Evaluate & compare various evaluation techniques of strategic & Operational Implementation

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

## SECTION A

Nature of Strategic Management: Definition of strategic Management, Need for strategic management, Levels of strategy, Strategic management process, Defining Vision and Mission of a company.

## SECTION B

External Assessment & Internal Assessment: Environmental Scanning with respect to economic, social, cultural, demographic, environmental, political, governmental and legal aspects, technological forces, Industry's Porter's five force model. Internal analysis of a company profile with respect to seven basic functions of marketing & important financial – ratios, Value chain analysis (VCA) concept

## SECTION C

Strategies in Action: Various types of strategies viz. integration strategies, Intensive strategy, Diversification, Turnaround strategies, Divestiture, Outsourcing, Generic Strategies viz Cost leadership, differentiation and focus.

## SECTION D

Matrix Analysis & Strategy Evaluation: SWOT analysis, BCG matrix, GE matrix strategic evaluation, Evaluation techniques for strategy and operational control.

### References:

Reference Books:

- 1 Arthur, A, Thomson and Strickland, A, J. (2002), Strategic Management – Concept and cases, Tata McGraw Hill, New Delhi
  - 2 Glueck, W.T. and Lawrence, R. Jauch (2003), Business Policy and Strategic Management, Frank Bros & Co
- Kazmi Azhar, Business Policy and Strategic Management, Tata McGraw Hill, New Delhi, 2004

Course Title/Code	<b>INSURANCE IN HEALTHCARE/MCH310B</b>
Course Type:	Elective (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	To provide an overview of major issues related to the design, function, management, regulation, and evaluation of health insurance programs and managed care organizations, including HMOs.

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

## SECTION A

**Introduction of Health Insurance** Meaning, Concept, history, current scenario and future of Health Insurance in India, Health Insurance regulation in the Indian Context- Health Insurance regulations (2013 & 2016), Definition of common terminologies. New developments in Health Insurance in India, digital distribution channel in health insurance. **Health Insurance Products in**

## **India**

Various policies issued in Health Insurance- Concept and features of Mediciam – Individual and Family floater, Overseas Mediciam policy, Disease Specific products, Government Sponsored Health Insurance Scheme in India- RSBY & Ayushman Bharat., Critical illness policy. Health Insurance proposal form, policy clauses, Preventive care and wellness program

### **SECTION B**

**Health Insurance Underwriting** Need for underwriting, Risk identification, Risk classification, evaluation and risk management in health insurance, Underwriting medical risk factors, Methods of underwriting- judgement and numerical rating methods, underwriting manuals, Financial underwriting and medical underwriting, tele underwriting, Genetic Underwriting, Role of IT in health insurance underwriting, Portability benefit.

### **SECTION C**

#### **Role of Third Party Administrator and Group health Insurance**

Regulations of IRDA (TPA – Health Services Regulations), 2001. Scope of relationship between insurer and TPA. TPA's relationship with customers and hospitals for effective claim settlement. TPA role in claim settlement and reducing frauds, Current scenario and future of TPA in India. Group Health Insurance Guidelines.

### **SECTION D**

**Claims Management** Intimation, admissibility, payment procedure and documents required for claims settlement in health insurance. Role of different stakeholders in claim settlement process in health insurance. Reasons and solution for high claim ratio, Role of IT in health insurance claims management.

#### **Health Insurance Frauds and Customer Service in Health Insurance**

Fraud and abuse in health insurance, Classification of frauds, Stages of frauds in health insurance, parties involved in frauds, triggers, causes, effects and remedial measures to control fraud.

Customer protection, Expectations and drawbacks in customer service, Grievance redressal.

#### **References:**

1. Balachandran, S (2010): Managing Change, Sangeeta Associates, Mumbai. (All Modules)
2. Gopalakrishna, C (2011): Social Security, Insurance and the Law - Shroff Publishers and Distributors, Mumbai. (All Modules)
3. Kumar, Dharmendra (2011): Thresholds in Indian Insurance - Macmillans (All Modules)
4. Noussia, Kyriaki (2007): History, Evolution and Legislative Framework of Marine insurance. (Module-1)
5. Planning Commission (2008): A Hundred Small Steps, Sage publications. (Module - 2)
6. Samarth, R. D. (1998): Operational Transformation of General Insurance Industry during the period 1950 to 1990 & Beyond (All Modules)
7. Black, Kenneth Jr. & Harold Skipper Jr. (2000): Life and Health Insurance, 13th edition, Prentice Hall (Module - 2)
8. Crews, Tena B (2009): Fundamentals of Insurance, South-Western Educational Publications (All Modules)

Course Title/Code	<b>QUALITY ASSURANCE IN HEALTHCARE/MCH311B</b>
Course Type:	Elective (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	<p>CO1.To understand the concept of quality.</p> <p>CO2.Have clarity on the difference between Quality Control and Quality Assurance.</p> <p>CO3.To get a basic understanding of Standards and their importance.</p> <p>CO4.Understand the tools for Quality monitoring and TQM.</p> <p>CO5. Understand the role of healthcare managers in QA implementation and managing change.</p>

	Sections	Weightage
	A	25%
Syllabus	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Concepts of Quality, Quality Control and Quality Assurance

#### **SECTION B**

Organisational Levels for setting up a Quality Assurance System

#### **SECTION C**

Standards and their importance/ tools for Quality monitoring and TQM

#### **SECTION D**

Role of healthcare managers in Quality Assurance implementation and Managing Change



**References**

1. Michael Merson, Robert Black, Anne Mills. Global Health: Diseases, Programs, Systems and Policies. Copyright 2012. (Jones & Bartlett)

Course Title/Code	<b>LEGAL ASPECTS OF HEALTHCARE-MCH312B</b>
Course Type:	Elective (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	<p>CO1: To understand the basics of Health Care laws and role of health policy and Health Care Centres</p> <p>CO2: To acquaint the students with Human Rights. Rights &amp; Duties of Health Care Provider and the Health Care legislations &amp; Regulations</p> <p>CO3: To analyze and understand the general and specific laws of Health care and the contemporary challenges in health sector</p> <p>CO4: To understand Medical Ethics, Contract Act and Consumer Protection Act</p> <p>CO5: To study and understand the Need &amp; Importance of Medical Insurance, Medical Insurance Regulations and to learn framing Mediclaim Policies of Health Care Organizations.</p>

	Sections	Weightage
	A	25%
	B	25%
	C	25%
Syllabus	D	25%
	TOTAL	100%

**SECTION A**

Basic of Health and its provider. Origin & Evaluation. All Council Acts. Need for Health Law –Fraudulence, Negligence and Abuse. Role of Health Policy & Health Care Delivery. Hospital and Health Care Management.

## SECTION B

Human Rights. Rights & Duties of Health Care Provider (Public & Private Activities). Functions and Interaction between court Legislation and Regulations

## SECTION C

General Laws on Health Law (Medical Allied Agencies). Specific Laws on Health Law (NDT,PWD/etc). Contemporary challenges in Health Laws. Euthanasia and MTP (Medical Termination of Pregnancy).

## SECTION D

Medical Ethics. Contract Act and Consumer Protection Act in Health Care Sector. Medical Insurance- Introduction – Various types , Significance and Kind of Medical Insurance/Policies. Medical Insurance Regulations. Mediclaim policies and TPA.

### References:

- 1) Jonathan Herring- Medical Law and Ethics
- 2) Mason and Mc Call Smith- Law and Medical Ethics
- 3) S. V. Jogarao- Current Issues in Criminal Justice and Medical laws.

Course Title/Code	<b>PROFESSIONAL DEVELOPMENT PROGRAMME V CDC 305B</b>
<b>Course Type:</b>	CORE (CDC)
<b>Course Nature:</b>	SOFT
<b>L-T-P-O Structure</b>	1-0-0-0
Course Objectives	CO1:to give students the exposure to 21 <sup>st</sup> century skills CO2:to understand the interview process CO3:to create and deliver presentations confidently with effective use of body language CO4:to understand how to be professional CO5:to improve writing as well as speaking skills of students

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

## SECTION A

Introduction to Social Responsibility: CSR Initiatives of various companies, Why CSR.

**SECTION B**

21st Century Skills: Creativity, Change Management, Stress Management, Cross Cultural Communication, Team Building

**SECTION C**

Written and Speaking Skills: Email Writing, Cover Letter, Creating and delivering Presentations, Group Discussions

**SECTION D**

Interviews: Resume Writing, Researching the employer, Power Dressing, Managing Interviews

**References:**

1. Presenting to Win: The Art of Telling Your Story Book by Jerry Weissman
2. 21st Century Skills: Learning for Life in Our Times Book by Bernie Trilling and Charles Fadel
3. Everybody Writes: Your Go-To Guide to Creating Ridiculously Good Content By Ann Handley

<b>Course Title/ Code</b>	<b>Website Designing (CSW351B)</b>
<b>Course Type:</b>	<b>Core</b> (Departmental)
<b>Course Nature:</b>	Workshop
<b>L-T-P-O Structure</b>	(0-0-3-0)
<b>Objectives</b>	Student will be able to design a website.

<b>Syllabus</b>	<b>Sections</b>	<b>Weightage</b>
	A	25%
	B	25%
	C	25%
	D	25%
	<b>TOTAL</b>	<b>100%</b>

**INTRODUCTORY CONCEPTS:** Internet, Intranet, Extranet, Web Browser and WWW, W3C, HTTP, Cookies, Session, IP Address, Domain Name, Web Server, website and webpage structure. Markup Language, HTML editor: Dreamweaver, Introduction to HTML tags: html, head, body, div, br, hr, p, text formatting, text styles, layouts, marquee, lists: ordered, unordered and definition lists, hyperlinks: http/https/ftp, images, images as hyperlinks, adding graphics, audio and video, table, Frames, iframes, color names, values & shades, HTML entities, symbols, charset, Forms.

**Section-B**

**Intro HTML 5.0:** What Is HTML5, History: A Little Retrospective, The WHATWG, Vision and Philosophy behind HTML5, HTML vs HTML5, Getting Started with HTML5: The State Of Browser Support, Structure of a Web Page: HTML5 DOCTYPE, Page Encoding, HTML5 Markup, New And Updated Elements, Structural Elements, New Attributes, Deprecated Elements And Attributes.

**Section-C**

**HTML 5.0 Form, Graphics & Media:** HTML5 DOM, Form: new input types & attributes, form validation, HTML canvas and SVG: Drawing shapes, Text & images, working with pixels, Embedding media: Audio and Video based On Plug-in, New Audio/Video Markup, Attributes and Methods, Audio/Video Events & Controls, Plug-ins in HTML inserting YouTube videos.

**Section-D**

**CSS & CSS3:** Introduction to CSS, Syntax, Selectors, Pseudo classes, Applying CSS to backgrounds, Text, Fonts, Links, Lists, Tables, Box Model: Border, Margin, Padding, Dimension, Display, Positioning, Align, CSS to Images and image Opacity, CSS Media Types, CSS Attr Selectors.

**CSS3:** Introduction, Rounded Corners, Border Images, Backgrounds, Colors, Gradients, Shadows, Fonts and text effects, 2D transforms, 3D Transforms, Transitions & Animations.

**LIST OF EXPERIMENTS:**

- HTML: Basic Tags
- HTML: Graphics & Tables
- HTML: Frames & Forms
- HTML5.0: Basic Tags
- HTML5.0: DOM & Forms
- HTML: Canvas & SVG
- HTML: Media
- HTML: API's
- CSS
- Minor Project

**Text Books:**

- Pro HTML5 and CSS3 Design Patterns Paperback – 2012 by Dionysios Synodinos, Michael Bowers, Victor Sumner
- Murach's HTML5 and CSS3 Paperback – 2012 by [Zak Ruvalcaba](#)
- Dive into HTML5 by Mark Pilgrim.

**Reference Book:**

- Hello! HTML5 & CSS3: A user-friendly reference guide Paperback by [Rob Crowther](#).
- HTML5 Guidelines for Web Developers by Klaus Förster.

<b>Course Title/Code</b>	<b>Essentials of Peace and Sustainability</b>
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<b>Course Type:</b>	ELECTIVE
<b>Course Nature:</b>	SOFT
<b>L-T-P-O Structure</b>	2-2-0-0
<b>Course Objectives</b>	To make participants understand the philosophical underpinnings of “Peace” at Self, Society, Nation and Global level. The course aims at sensitizing participants on aspects of building and maintaining Peace in World through Sustainable Development and creating a mindset to acknowledge the importance of Peace through Collaborative and sustained efforts in personal, social, economic and governance. The course develops sound concepts which participants are made to apply through a series of Projects, Assignments, Group Work and Seminars and helps participants’ growth into “Ambassadors of World Peace as Digital Professionals and sensitive Global Social beings”.

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

**Section A**

**Basic understanding of Peace and Sustainability**

- i. Concept of Peace and Approaches to Peace
- ii. Understanding peace from different perspective: Self, Local Community, National and Global.
- iii. Concept of Sustainability and Sustainable Development Goals (2030) as drivers of sustainable, health and social initiatives
- iv. Why Sustainability

**Section B**

**Understanding thoughts on Peace**

- a. Study of relevant extracts from the writings of Indian thinkers: Gandhi, Tagore, Sri Aurobindo, Vivekananda
- b. Western thinkers: Russell, Iqbal, Dalai Lama, Nelson Mandela  
*(Please follow Annexure A-reading references)*

**Section C**

**Understanding challenges to peace**

- i. Challenges to peace-stress, conflicts, crimes, terrorism, violence and wars
- ii. Ongoing conflicts in the political, economic, socio-cultural and ecological sphere at national and international level
- iii. Impact of media- The use of perspective, symbols, stereotypes, and rhetoric in analyzing communication and representation of contentious issues in television and other modern media.

**Section D**

**Peaceful and Sustainability conscious individual**

**Being “Peace Ambassador”**

- i. Role of self in reducing prejudices, biases and stereotypes, nurturing positivity, making choices in response to crises in personal, social and professional life  
*(These topics should be covered through games and activities)*
- Developing Core competencies and life skills: Negotiation Rational thinking, System thinking, conflict resolution  
*(These topics should be covered through workshops)*

Cultivating the skills necessary for peace: Introspection and reflective thinking, Mediation, Dialogue  
(These topics should be covered through experiential learning through training and practices)

**Annexure A: Reading material**

- Mahatma Gandhi (Brute Force and Passive resistance)
- [https://www.mk gandhi.org/hindswaraj/chap16\\_bruteforce.htm](https://www.mk gandhi.org/hindswaraj/chap16_bruteforce.htm)
- [https://www.mk gandhi.org/hindswaraj/chap17\\_passiveresistance.htm](https://www.mk gandhi.org/hindswaraj/chap17_passiveresistance.htm)
- Dalai Lama ('Universal Responsibility')

Course Title/Code	<b>Law Relating to Intellectual Property Rights (LWS325)</b>
<b>Course Type:</b>	ELECTIVE
<b>Course Nature:</b>	SOFT
<b>L-T-P-O Structure</b>	2-0-0-0
Course Objectives	The objective of this paper is to orient students to legal studies. The paper focuses on generally about law and legal system.

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

**Section A**

Introduction to IPRs and Trademark and Trade Secrets (Contact Hours 4)

- Introduction to various types of IPR Laws
- Protection of Trademarks under Trademarks Act – Basic legal Framework
- Trade Secrets and protection thereof

**Section B**

Protection of Copyright, Traditional Knowledge, Design and Integrated Circuits (Contact hours 4)

- Legal Framework relating to Copyright protection in India
- Protection of Industrial Designs under Designs Act
- Protection of integrated circuits

**Section C**

Law relating to Patents (Contact Hours - 4)

- Legal Framework for registration and protection of patents and related rights

**Section D**

IT Law and Cyber Offences and other IPRs (Contact Hours – 4)

1. Introduction to Information Technology Act, 2002
2. Cyber Offences
3. Geographical Indicators and PPVFBR

Tutorial activities 1 Hr/Week

- Statutes and Case Laws
- Case studies from India and abroad

<b>Course Title/Code</b>	<b>Applied Philosophy (EDS 288)</b>
<b>Course Type</b>	<b>Core</b>
<b>Course Nature</b>	<b>Soft</b>
<b>L-T-P-O Structure</b>	<b>(1-0-2-0)</b>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• To acquire the basic understanding of the key concepts of philosophy with reference to its applied nature.</li> <li>• To critically analyze the philosophy of influential philosophers about the different aspects of human life.</li> <li>• To gain an insight into the philosophical perspectives of socio-political scenario in India.</li> <li>• To reflect upon philosophy of religion in light of India's secular status.</li> </ul>

#### **Section A: Introduction to Philosophy**

- Philosophy: Meaning, Nature and Scope
- Practical uses of Philosophy
- Branches of Philosophy

#### **Section B: Thoughts of Philosophers and their implications**

- General Philosophy of John Dewey, Swami Vivekananda and Rabindra Nath Tagore
- Philosophy of life and success: Steve Jobs, N.R. Narayana Murthi, Dr. A.P.J. Abdul Kalam and Muhammad Yunus
- Philosophy of Science and technology- Francis Bacon and Martin Heidegger.

#### **Section C: Philosophical perspectives of Socio-Political scenario in India**

- Nature of Democracy and its implications.
- Meaning and requirements of National Integration
- Universal Human Rights

#### **Section D: Philosophical perspectives of Religious scenario in India**

- Secularism—its nature and implications, Moral Philosophy of religion with special reference to Hinduism, Jainism, Buddhism, Islam, Christianity, Sikhism.
- Religious pluralism and Religious tolerance

#### **Practical Activities**

- A report on 'my philosophy of life' from the perspective of a young adult.
- Making a list of videos related to motivating philosophies.
- Interactive sessions on various philosophical perspectives of contemporary philosophers.(Sandeep Maheshwari, Brahamkumaris etc.)
- Readings by students from A.P.J. Abdul Kalam's book ' Forge your future' (or any other suitable book)
- Organization of and participation in street plays /dramas/ declamation/ debates/ any other suitable activity on any theme of Philosophical perspectives of Socio-Political scenario in India.
- Group discussions on any suitable topics concerning contemporary society like obstacles in national integration, misuse of democracy, implications of secularism etc. and to reflect upon different viewpoints.
- Preparation of quotation boards to display quotes of great philosophers in the college premises.

- Extempore on social dilemmas with respect to obstacles of democracy and national integration to have philosophical views of students.
- Discussion on Article ‘ Rabindranath Tagore’s Educational Ideas and Experiments’ by Christine Kupfer and reflection by students.
- Any other suitable activity.

## REFERENCE BOOKS

- [Agarwal, D.P.](#) 2000. Ancient Metal Technology and Archaeology of South Asia. New Delhi: Aryan Books International.
- [Biswas, Arun Kumar.](#) 1994. Minerals and Metals in Ancient India. Vol. 1 Archaeological Evidence. New Delhi: D. K. Printworld (P) Ltd.
- [Dilip K. Chakrabarti.](#) The Early use of Iron in India. 1992. New Delhi: The Oxford University Press.
- Chakrabarti D.K. (1996a). Copper and its Alloys in Ancient India. Delhi: Munshiram Manoharlal Publishers Private Limited
- Mukherjee, M. 1978 Metal craftsmen of India, Calcutta
- Rakesh Tewari, 2003, [The origins of iron-working in India: new evidence from the Central Ganga Plain and the Eastern Vindhyas](#)
- Srinivasan, Sharda and Srinivasa Rangnathan. 2004. India’s Legendary Wootz Steel. Bangalore: Tata Steel.
- [Tripathi, Vibha](#) (Ed.). 1998. Archaeometallurgy in India. Delhi: Sharada Publishing House.
- Tripathi, Vibha. 2001. The Age of Iron in India. New Delhi: Aryan Books International.
- [Chatterjee,](#) Satischandra. 2007. An introduction to Indian philosophy.
- Michaels, Axel (2004). Hinduism: Past and Present. New York: Princeton University Press.
- [Radhakrishnan, S](#) (1929). [Indian Philosophy, Volume 1](#). Muirhead library of philosophy (2nd ed.). London: George Allen and Unwin Ltd.
- [Radhakrishnan, S.;](#) Moore, CA (1967). [A Sourcebook in Indian Philosophy](#). Princeton.

SEMESTER VI										
SUBJECT CODES	SUBJECT NAME	**O FFE RING DEP AR TM EN T	*CO URSE NA TU RE (Ha rd/S oft/ Wor ksho p/ NT CC)	COU RSE TYPE (Core/ Electi ve/ Unive rsity Comp ulsory )	L	T	P	O	NO. OF CO NT ACT HO URS PER WE EK	NO. OF CR EDI TS
MCH 327B	PUBLIC HEALTH	DM C	HA RD	ELEC TIVE	3	0	0	0	3	3
MCH328 B	EPIDEMIOLOGY	DM C	HA RD	ELEC TIVE	3	0	0	0	3	3



MCH 329B	GLOBAL HEALTHCARE SCENARIO,	DM C	HA RD	ELEC TIVE	3	0	0	0	3	3
MCH317 B	DIGITAL MARKETING	DM C	HA RD	CORE	3	0	0	0	3	3
MCH318 B	BUSINESS ANALYTICS	DM C	HA RD	CORE	3	0	0	0	3	3
MCH 330B	FINAL INTERNSHIP REPORT	DM C	NTC C	ELEC TIVE	0	0	0	8	8	8
<b>TOTAL (L-T-P-O/CONTACT HOURS/CREDITS)</b>					<b>18</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>26</b>	<b>26</b>

Course Title/Code	<b>DIGITAL MARKETING/MCH317B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	<p>By the end of the course, a student should be able to:</p> <p>CO1: Understand the scope of digital marketing and how it integrates with overall business and marketing strategy globally</p> <p>CO2: Assess various digital channels and understand which are most suitable to an idea or solution</p> <p>CO3: Understand the fundamentals of a digital marketing campaign, and be able to apply it to achieve your business objectives</p>

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### SECTION A

Introduction , Digital Marketing meaning, scope and Importance, Web marketing strategy , Webmarketing environment, Web Content, Web marketing tools

#### SECTION B

Online Buyer Behavior, Website Design, Online user experience, online site design, Integrated Internet Marketing Communications, Interactive Marketing Communication, Search Engine Optimization, Creating and Managing Campaigns

**SECTION C**

Digital Promotion Techniques: EMail marketing, Permission Marketing, Viral Marketing, Social Media Marketing, Content Marketing, Facebook Advertising, Visual Advertising, Display Advertising, Mobile Advertising, Image Advertising, Video Advertising; YouTube Advertising, Concept of SNS Industry (Social Networking Site Industry)

**SECTION D**

Google Analytics, Tracking Performance, Tracking Mobile marketing Performance, Web Analytics, Traffic Reports, Behavior reports, KPIs in analytics, Tracking SMM performance

**References:**

1. Ryan Damian, Understanding Digital Marketing, Kogan Page.
2. Parkin Godfrey, Digital Marketing: Strategies for Online Success, NewHolland Publishers.
3. Hanson, W. and Kalyanam, E-Commerce and Web Marketing, Cengage

Course Title/Code	<b>BUSINESS ANALYTICS MCH318B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	<p>By the end of the course, a student should be able to:</p> <p>CO1:Understand the fundamentals of business analytics and articulate abusiness problem and convert it into a viable Analytics question CO2:Apply Data visualization for exploratory analysis and communicateeffectively to diverse audience.</p> <p>CO3:Concept of Big Data and, how it can be aligned with businessobjectives.</p> <p>CO4:Understand the fundamentals of Data Science, Machine Learningand Artificial Intelligence in the growing digitalization at the global levelCO5:Analyze Data and find patterns in them for better decision making CO6:Apply various analytics techniques in problem solving CO7:Apply knowledge and develop solutions across a range of functionalareas like Marketing Finance, HR and Operations.</p>

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

## SECTION A

Foundations of Analytics: Introduction of Business Analytics, its evolution, Scope & Usage in Business. Popular tools used for Analytics. Data & Information - Types of data, Data Dashboards and reporting, Data Visualization, Big data & its importance, Big Data Technology - Hadoop, Industry examples of Big Data.

## SECTION B

Data preparation (Treatment of missing values, Identification of outliers and Erroneous data), Data selection, classification & reduction. Measures of Location, Measures of Dispersion, Measures of Shape, Measures of Association, Confidence Intervals, Statistical Inferences, Data Warehouse, Business Intelligence, Data Mining

## SECTION C

Analysis of variance (ANOVA), chi square test, regression – simple vs. multiple linear regressions, concept of multicollinearity, difference between correlation and regression, datascience, machine learning and artificial intelligence.

## SECTION D

Time series analytics and forecasting, Application of Analytics: Retail, Marketing, Finance, HR & Web analytics

**Tools:** Python, R, Excel, SPSS

### **Text Books:**

1. Camm, J.D. et al. (2015). Essentials of Business Analytics. Cengage Learning
2. Evans, J.R. (2017). Business Analytics. Pearson Publishing
3. Minelli, M. et al. (2014). Big Data, Big Analytics. John Wiley & Sons.
4. Turban E, Armson, JE, Liang, TP & Sharda (2007). Decision support and Business Intelligence Systems, 8<sup>th</sup> Edition, John Wiley & Sons.
5. Michael J. A. Berry and Gordon S. Linoff (2004). Data Mining Techniques for marketing, Sales and CRM, John Wiley & Sons.

6. Business Analytics: The Science of Data - Driven Decision by U Dinesh Kumar
7. Fundamentals of Business Analytics” by R N Prasad and Seema Acharya

**Reference Books**

1. Albright, S. C and Winston, W. L (2015). “ Business Analytics: Data Analysis and Decision Making”. Atlantic Publisher and Distributors.
2. Business Analytics: Applications To Consumer Marketing” by Sandhya Kuruganti and Hindol Basu
3. Data science for Business” by Foster Provost

Course Title/Code	<b>PUBLIC HEALTH-MCH 327B</b>
Course Type:	Elective (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	To provide an overview of major issues related to the design, function, management, regulation, and evaluation of health insurance programs and managed care organizations, including HMOs.

business  
Analytics:  
s:

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

**SECTION A**

Public Health in Context; Public Health Challenges

**SECTION B**

Working in organization – skills and approaches; Developing as a reflective practitioner; Ethical issues in Public Health; Educating for Health

**SECTION C**

Working at Local Level; Settings for promoting Health; Building Partnership and alliances

**SECTION D**

Building Healthy future – barriers and enablers; Evaluating Public health interventions

Course Title/Code	<b>GLOBAL HEALTH SCENARIO-MCH 329B</b>
Course Type:	Elective (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	<p>CO1:The student will be able to understand the global healthcare scenario.</p> <p>CO2:The student will be able to understand and analyse management and planning forGlobal Health</p> <p>CO3:The student will be able to analyse the issues pertaining to global mental health,nutrition and Evaluation of Large Scale Health Program</p>

	Sections	Weightage
Syllabus	A	25%
	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### **SECTION A**

Introduction to Global Public Health: Concepts, Overview Data Used To Monitor Global Health (Morbidity/Mortality) ;  
Measures of Health and Disease in Populations

#### **SECTION B**

Culture, Behavior and Health ; Infectious Diseases; Social Determinants of Health

#### **SECTION C**

Unit III: Design of Health Systems ; Management and Planning for Global Health; Globalizationand Health

#### **SECTION D**

Global Mental Health ; Unintentional Injuries and Violence; Health and the Economy Substance Abuse; Complex Emergencies;  
Nutrition; Reproductive Health; Co operation in Global health; Evaluation of Large Scale Health Program Malaria, Dengue

#### **References :**

1.Michael Merson, Robert Black, Anne Mills. Global Health: Diseases, Programs, Systems and Policies. Copyright 2012. (Jones & Bartlett)

Course Title/Code	<b>EPIDEMIOLOGY-MCH328B</b>
Course Type:	Elective (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	<p>Student will be able to :</p> <p>CO1:Distinguish the roles and relationships between epidemiology and biostatistics in the prevention of disease and the improvement of health.</p> <p>CO2:Compute basic descriptive statistics and explore data analytic methods. CO3:Demonstrate a basic understanding of epidemiologic methods and study design.Combine appropriate epidemiological concepts and statistical methods.</p>

	Sections	Weightage
	A	25%
Syllabus	B	25%
	C	25%
	D	25%
	TOTAL	100%

#### SECTION A

Types of Epidemiology a. Prospective and Retrospective b. Descriptive (person, place, time) c. Analytic (cause and risk and protective factors);Uses of Epidemiology a. Determinants of Health (Healthy People 2010) b. Historical study of health status in populations c. Community assessment to identify assets and needs d. Environmental health hazards and exposures e. Factors influencing health beliefs and practices f. Individual risks and primary, secondary, and tertiary preventive strategies g. Disease and health presentations and precursors (e.g. tobacco and COPD) h. Study of causation and causal inference

#### SECTION B

Epidemiological Models and Strategies: a. Epidemiological triad, web of causation, and health promotion models b. Epidemiological study designs c. Case series, single or multiple d. Case control studies e. Cohort studies f. Random and systematic error g. Subject selection

#### SECTION C

Natural History of Disease: a. Case definition b. Chain of causation c. Surveillance and investigation d. Prevention and Control (NNT)

Genomics: Gene precursors to health and illness b. Association with conditions

#### SECTION D

Epidemics/Pandemics a. Emerging infectious diseases b. Globalization of disease

#### References:

1. Gordis, L. (2004). *Epidemiology*. Third edition. Philadelphia: Elsevier Saunders. (The second edition is also acceptable.)

2. Pagano, M. and Gauvreau, K. (2000). *Principles of Biostatistics*. Belmont, CA: Wadsworth.