

Study Scheme and Syllabus of

Master of Management Studies
(Hospital & Healthcare Management)

Batch 2026 onwards



Department of Academics
IK Gujral Punjab Technical University

I.K.G. Punjab Technical University

Program Educational Objectives (PEOs)

PEO1: To develop competent healthcare management professionals capable of managing hospitals and healthcare organizations efficiently.

PEO2: To equip students with advanced knowledge of healthcare systems, hospital operations, and administrative practices.

PEO3: To develop analytical and decision-making skills using modern tools including data analytics and artificial intelligence in healthcare.

PEO4: To inculcate leadership qualities, ethical values, and a patient-centric approach in healthcare management.

PEO5: To prepare graduates for leadership roles, entrepreneurship, and research in healthcare and hospital management.

Program Outcomes (POs)

After successful completion of the **MMS (Hospital & Health Care)** program, graduates will be able to:

PO1 – Healthcare Systems Knowledge

Demonstrate advanced understanding of healthcare systems, hospital administration, and public health structures.

PO2 – Managerial Decision Making

Apply management principles and quantitative techniques to solve complex problems in healthcare organizations.

PO3 – Hospital Operations Management

Manage hospital operations including patient services, support services, and departmental coordination effectively.

PO4 – Financial and Resource Management

Apply financial management, budgeting, and cost control techniques in healthcare institutions.

PO5 – Digital Health & AI Application

Utilize healthcare information systems, data analytics, and artificial intelligence tools for improving healthcare delivery and decision making.

PO6 – Legal, Ethical and Regulatory Compliance

Ensure compliance with healthcare laws, ethical standards, and regulatory frameworks in hospital administration.

PO7 – Leadership and Human Resource Management

Demonstrate leadership, teamwork, and human resource management skills in healthcare organizations.

PO8 – Quality Management & Patient Safety

Implement quality standards, accreditation requirements, and patient safety practices in healthcare institutions.

PO9 – Healthcare Innovation & Entrepreneurship

Identify and develop innovative solutions and entrepreneurial opportunities in healthcare services.

PO10 – Research and Analytical Skills

Conduct research, analyze healthcare data, and prepare reports for evidence-based decision making.

Program Specific Outcomes (PSOs)

PSO1: Healthcare Operations and Strategic Management

Demonstrate the ability to manage and optimize hospital operations, healthcare services, patient care systems, and organizational resources through effective planning, coordination, and strategic decision-making.

PSO2: Quality, Compliance and Healthcare Governance

Apply healthcare quality standards, accreditation requirements, legal and ethical principles, patient safety practices, and regulatory frameworks to ensure excellence in healthcare delivery and organizational compliance.

PSO3: Digital Health, Data Analytics and Artificial Intelligence

Utilize healthcare information systems, digital health technologies, data analytics, research methodologies, and artificial intelligence applications to support evidence-based decision-making and healthcare innovation.

PSO4: Leadership, Human Capital and Healthcare Entrepreneurship

Demonstrate leadership, communication, human resource management, and entrepreneurial skills for managing healthcare organizations, developing innovative healthcare solutions, and leading multidisciplinary teams.

PSO5: Research, Innovation and Professional Practice

Conduct healthcare research, analyze healthcare challenges, develop practical solutions, and contribute to continuous improvement, innovation, and professional excellence in healthcare management and administration.

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Courses & Examination Scheme:

Credit Distribution

Semester	Core Courses			Total Credits
	No. of Papers	Credits (L+T/P)	Total Credits	
I	7	4	28	28
II	8	4	32	32
III	5	4	20	26
	1	3	3	
	1	1	1	
	1	2	2	
IV	1	16	16	20
Total Credits for the Course				106

First Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MMS(HHM) 101-26	Core Course	Principles of Management & Organizational Behaviour	4	0	0	40	60	100	4
MMS(HHM) 102-26	Core Course	Basic Accounting for Hospitals	4	0	0	40	60	100	4
MMS(HHM) 103-26	Core Course	Healthcare Systems & Hospital Administration	4	0	0	40	60	100	4
MMS(HHM) 104-26	Core Course	Human Anatomy, Physiology & Medical Terminology	4	0	0	40	60	100	4
MMS(HHM) 105-26	Core Course	Healthcare Economics & Public Health	4	0	0	40	60	100	4
MMS(HHM) 106-26	Core Course	Healthcare Information Systems & Digital Health	4	0	0	40	60	100	4
MBA 107-26	Core Course	Business Communication for Managerial Effectiveness	4	0	0	40	60	100	4
		TOTAL	28	0	0	280	420	700	28

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Second Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MMS(HHM) 201-26	Core Course	Business Environment	4	0	0	40	60	100	4
MMS(HHM) 202-26	Core Course	Hospital Operations & Patient Services Management	4	0	0	40	60	100	4
MMS(HHM) 203-26	Core Course	Financial Management & Hospital Billing Systems	4	0	0	40	60	100	4
MMS(HHM) 204-26	Core Course	Human Resource Management in Healthcare	4	0	0	40	60	100	4
MMS(HHM) 205-26	Core Course	Healthcare Marketing & Patient Relationship Management	4	0	0	40	60	100	4
MMS(HHM) 206-26	Core Course	Hospital Materials & Supply Chain Management	4	0	0	40	60	100	4
MMS(HHM) 207-26	Core Course	Healthcare Laws, Ethics & Regulatory Framework	4	0	0	40	60	100	4
MMS(HHM) 208-26	Core Course	Research Methods in Healthcare	4	0	0	40	60	100	4
		TOTAL	32	0	0	320	480	800	32

Third Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MMS(HHM) 301-26	Core Course	Hospital Planning, Quality & Accreditation	4	0	0	40	60	100	4
MMS(HHM) 302-26	Core Course	Healthcare Insurance & TPA Management	4	0	0	40	60	100	4
MMS(HHM) 303-26	Core Course	Data Analytics & Artificial Intelligence in Healthcare	4	0	0	40	60	100	4
MMS(HHM) 304-26	Core Course	Healthcare Entrepreneurship & Innovation	4	0	0	40	60	100	4

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MMS(HHM) 305-26	Core Course	Business Ethics and Corporate Social Responsibility	4	0	0	40	60	100	4
HVPE101-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules	3	0	0	40	60	100	3
HVPE 102-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules (Lab/ Seminar)	0	0	2	25	--	25	1
MMS(HHM) 306-26	Core Course	Comprehensive Viva Voce	--			-	50	50	2
		TOTAL	23	0	2	265	410	675	26

Fourth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MMS(HHM) 401-26	Core Course	Hospital Internship & Training Report	16 Weeks Internship			200	200	400	16
MMS(HHM) 402-26	Core Course	Project / Dissertation	--			-	100	100	4
		TOTAL				200	300	500	20

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MMS(HHM) 101-26 Principles of Management & Organizational Behaviour

Course Objective: The course aims to develop managerial and leadership competencies required for effective healthcare administration. It provides students with an understanding of management principles, organizational behaviour, leadership practices, and human dynamics in healthcare organizations, enabling them to manage people and resources effectively.

Course Outcomes (COs): After completion of the course, students shall be able to:

CO1: Understand the fundamental concepts, functions, and principles of management in healthcare organizations.

CO2: Analyze individual and group behaviour in organizational settings.

CO3: Apply leadership, motivation, and communication techniques for effective management.

CO4: Understand organizational culture, change management, and conflict resolution strategies.

CO5: Demonstrate managerial decision-making and team-building skills in healthcare environments.

Unit 1: Functions of Management

Concept and evolution of management, management theories and approaches, functions of management including planning, organizing, staffing, directing and controlling, managerial roles and responsibilities, management challenges in healthcare organizations, decision-making processes.

Unit 2: Organizational Behaviour in Healthcare Organizations

Introduction to organizational behaviour, individual behaviour and personality, perception and attitudes, learning and behavioural development, motivation theories and their applications, job satisfaction and employee engagement in healthcare settings.

Unit 3: Leadership, Teamwork and Communication

Leadership concepts and leadership styles, transformational and transactional leadership, communication process and barriers, interpersonal communication, teamwork and group dynamics, team building, leadership challenges in healthcare organizations.

Unit 4: Organizational Culture, Change and Conflict Management

Organizational culture and climate, organizational development, managing change in healthcare organizations, resistance to change, conflict management and negotiation, stress management, ethics and professional behaviour in healthcare workplaces.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Stephen P. Robbins, and Timothy A. Judge, *Organizational Behaviour*, Pearson, South Africa, 2009.
- Stephen P. Robbins, David A. DeCenzo, and Mary Coutler, *Fundamentals of Management*, Upper Saddle River, New Jersey: USA, 2001.
- Harold Koontz, and Heinz Weihrich, *Essentials of Management: An International Perspective*, New Delhi, McGraw-Hill, 2010.
- L.M. Prasad, *Principles and Practice of Management*, Sultan Chand & Sons, 2020.
- Gary Dessler, *Human Resource Management*, Pearson, 2020.
- Syed Amin Tabish, *Hospital and Health Services Administration: Principles and Practice*, Oxford University Press, USA, 2001.

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MMS(HHM) 102-26 Basic Accounting for Hospitals

Course Objective: The course aims to familiarize students with the fundamental principles of accounting and financial management relevant to hospitals and healthcare organizations. The course provides an understanding of accounting records, financial statements, costing, budgeting, inventory management, and hospital billing systems to support effective managerial decision making in healthcare settings.

Course Outcomes (COs): After successful completion of the course, students will be able to:

CO1: Understand basic accounting concepts and the accounting process used in organizations.

CO2: Prepare basic accounting records and financial statements.

CO3: Analyze financial statements and understand costing, budgeting, and inventory management concepts in healthcare organizations.

CO4: Understand hospital billing systems, healthcare payments, and revenue cycle management.

Unit 1: Fundamentals of Accounting

Meaning, objectives and importance of accounting, basic accounting concepts and conventions, accounting equation, classification of accounts, rules of debit and credit, journal entries, ledger posting, preparation of trial balance and introduction to accounting records maintained in healthcare organizations. Preparation of Trading Account, Profit and Loss Account and Balance Sheet with simple adjustments.

Unit 2: Financial Statements and Financial Statement Analysis

Introduction to financial statements, objectives and importance of financial statements, comparative financial statements, common size financial statements and interpretation of financial information for managerial decision making.

Unit 3: Costing

Meaning and objectives of cost accounting, cost concepts and classification of costs, direct and indirect costs, fixed and variable costs, cost centres in hospitals, preparation of simple cost sheet. **Budgeting:** Meaning and importance of budgeting, types of budgets, preparation of simple budgets, role of budgeting in hospital financial control. **Inventory Management for Hospitals:** Introduction to inventory management, importance of inventory control in hospitals, inventory costs, stock levels, ABC analysis and inventory management of medicines and consumables.

Unit 4: Hospital Billing and Revenue Cycle Management

Concept and importance of hospital billing, inpatient and outpatient billing systems, components of hospital charges including consultation, investigations, procedures, room rent, pharmacy and consumables, health insurance and Third Party Administrators (TPAs). Government healthcare schemes, revenue cycle management, claims processing, discharge billing process, common billing errors and methods for improving billing efficiency.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- M.N. Arora, *Cost Accounting: Principles and Practice (14th edition)*, Vikas Publishing House, 2024.
- Louis C. Gapenski, and Kristin Leanne Reiter, *Healthcare Finance: An Introduction to Accounting and Financial Management (6th edition)*, Health Administration Press, 2016.
- R. Narayanaswamy, *Financial Accounting: A Managerial Perspective (7th edition)*, PHI Learning Private Limited, 2022
- S.P. Jain, and K.L. Narang, *Cost Accounting: Principles and Practice*, Kalyani Publishers, 2026.

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- Jawahar Lal, Seema Srivastav, and Manisha Singh, *Cost Accounting: Text, Problems and Cases (6th edition)*, McGraw Hill Education, 2019.
- S.N. Maheshwari, Sharad K. Maheshwari, and Suneel K. Maheshwari, *Financial Accounting (8th edition)*, Vikas Publishing House, 2023
- Syed Amin Tabish, *Hospital and Health Services Administration: Principles and Practice*, Oxford University Press, USA, 2001.

I.K.G. Punjab Technical University
MMS(HHM) 103-26 Healthcare Systems & Hospital Administration

Course Objective: The course aims to provide students with a comprehensive understanding of healthcare systems and hospital administration from a managerial perspective. It enables students to understand healthcare delivery structures, governance mechanisms, hospital management functions, and emerging challenges in the healthcare sector, preparing them for leadership roles in healthcare organizations.

Course Outcomes (COs): After completion of the course, students shall be able to:

- CO1:** Understand the structure, organization, and functioning of healthcare systems.
- CO2:** Analyze healthcare delivery models and the role of hospitals in healthcare services.
- CO3:** Understand principles and practices of hospital administration and governance.
- CO4:** Evaluate challenges and opportunities in healthcare management and service delivery.
- CO5:** Apply administrative and managerial concepts for effective functioning of healthcare organizations.

Unit 1: Healthcare Systems and Healthcare Delivery

Concept and components of healthcare systems, determinants of health, healthcare delivery models, levels of healthcare services including primary, secondary and tertiary care, public and private healthcare sectors, healthcare infrastructure in India, role of healthcare institutions in improving population health.

Unit 2: Hospital Administration and Organizational Structure

Concept and scope of hospital administration, hospital as a system, organizational structure of hospitals, governance and management of healthcare organizations, roles and responsibilities of hospital administrators, medical, nursing and allied healthcare professionals, interdepartmental coordination and teamwork.

Unit 3: Hospital Operations and Healthcare Services Management

Management of clinical and non-clinical services, outpatient and inpatient services, emergency services, diagnostic and support services, patient care coordination, resource management, patient experience and service quality, role of technology in healthcare operations.

Unit 4: Contemporary Issues and Emerging Trends in Healthcare Administration

Healthcare policies and reforms, quality management and accreditation, public-private partnerships, medical tourism, healthcare financing challenges, digital health initiatives, healthcare information systems, leadership challenges and future trends in healthcare administration.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Syed Amin Tabish, *Hospital and Health Services Administration: Principles and Practice*, Oxford University Press, USA, 2001.
- S.L. Goel, *Hospital Administration and Management: Theory and Practice*, Deep and Deep Publications, 2007.
- C.M. Francis, and Mario D'Souza, *Hospital Administration*, Jaypee Brothers Publishers, 2019.
- Amruthur V. Srinivasan, *Managing a Modern Hospital*, Sage Publications, India, 2008.
- National Health Policy Documents, Government of India
- World Health Organization (WHO), *Health Systems Governance and Leadership Resources*.

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MMS(HHM) 104-26 Human Anatomy, Physiology & Medical Terminology

Course Objective: The course aims to provide healthcare management students with a functional understanding of human anatomy, physiology, and medical terminology required for effective hospital administration. The course focuses on understanding clinical language, disease conditions, diagnostic procedures, and medical documentation commonly encountered in healthcare organizations.

Course Outcomes (COs): After completion of the course, students shall be able to:

CO1: Understand the basic structure and functions of major human body systems relevant to healthcare management.

CO2: Interpret commonly used medical terminology, abbreviations, and clinical language.

CO3: Understand common diseases, disorders, and their implications for healthcare services.

CO4: Analyze diagnostic procedures, laboratory reports, and medical records from an administrative perspective.

CO5: Apply medical knowledge effectively in hospital administration, healthcare communication, and decision-making.

Unit 1: Human Body Systems and Physiological Functions

Overview of human anatomy and physiology, organization of the human body, skeletal, muscular, cardiovascular, respiratory, digestive, nervous, endocrine, urinary and reproductive systems, physiological functions and their relevance to healthcare services.

Unit 2: Medical Terminology and Clinical Communication

Structure of medical terms, root words, prefixes and suffixes, medical abbreviations and acronyms, terminology related to body systems, diseases, diagnostic procedures and treatments, effective communication with healthcare professionals.

Unit 3: Common Diseases, Disorders and Diagnostic Procedures

Overview of communicable and non-communicable diseases, lifestyle disorders, infectious diseases, chronic illnesses, medical and surgical specialties, diagnostic procedures including laboratory investigations, radiology, CT scan, MRI, ultrasound and other diagnostic techniques.

Unit 4: Medical Records, Clinical Documentation and Healthcare Applications

Medical records and documentation systems, patient case sheets, discharge summaries, consent forms, interpretation of laboratory reports and diagnostic records, role of medical information in hospital administration, healthcare quality, patient safety and healthcare decision-making.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Anne Waugh, and Allison Grant, *Ross and Wilson Anatomy and Physiology in Health and Illness*, Elsevier, 2010.
- Gerard J. Tortora, and Bryan H. Derrickson, *Principles of Anatomy and Physiology*, John Wiley & Sons, 2018.
- Davi-Ellen Chabner – *Medical Terminology: A Short Course- E. Book*, Elsevier Health Sciences, 2022.
- Barbara Janson Cohen, and Shirley A. Jones, *Medical Terminology: An Illustrated Guide*, Jones & Bartlett Learning, 2020.
- K. Park, *Park's Textbook of Preventive and Social Medicine*, Bhanot Publishers, 2025.
- Syed Amin Tabish, *Hospital and Health Services Administration: Principles and Practice*, Oxford University Press, USA, 2001.

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MMS(HHM) 105-26 – Healthcare Economics & Public Health

Course Objective: The course aims to provide students with an understanding of economic principles and public health concepts relevant to healthcare management. It enables students to analyze healthcare financing, resource allocation, public health programs, and policy issues affecting healthcare delivery and population health outcomes.

Course Outcomes (COs): After completion of the course, students shall be able to:

CO1: Understand the fundamental concepts of healthcare economics and public health.

CO2: Analyze the economic factors influencing healthcare systems and healthcare utilization.

CO3: Evaluate healthcare financing mechanisms and public health programs.

CO4: Understand the role of government policies in healthcare delivery and population health management.

CO5: Apply economic and public health principles in healthcare planning and decision-making.

Unit 1: Fundamentals of Healthcare Economics and Public Health

Concept and scope of healthcare economics, relationship between health and economic development, principles of public health, determinants of health, burden of disease, healthcare as a social and economic good, role of economics in healthcare decision-making.

Unit 2: Healthcare Financing and Resource Allocation

Healthcare financing models, public and private healthcare expenditure, health insurance systems, out-of-pocket expenditure, resource allocation in healthcare, economic evaluation of healthcare services, cost-effectiveness and efficiency in healthcare delivery.

Unit 3: Public Health Systems and National Health Programs

Organization of public health services in India, preventive, promotive, curative and rehabilitative healthcare services, national health programs, maternal and child health initiatives, disease control programs, Ayushman Bharat, health and wellness centres, public-private partnerships in healthcare.

Unit 4: Healthcare Policy, Emerging Challenges and Future Trends

Healthcare policies and reforms, universal health coverage, population health management, demographic and epidemiological transitions, challenges of healthcare accessibility, affordability and quality, sustainable healthcare systems, emerging trends in healthcare economics and public health.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Jay Bhattacharya, Timothy Hyde, and Peter Tu, *Health Economics*, Bloomsbury Publishing, 2014.
- Charles E. Phelps, *Health Economics*, Routledge, 2017.
- K. Park, *Park's Textbook of Preventive and Social Medicine*, Bhanot Publishers, 2025.
- World Health Organization (WHO), *Public Health and Health Systems Resources*
- National Health Policy Documents, Government of India
- Ministry of Health & Family Welfare, *National Health Program Guidelines*

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MMS(HHM) 106-26 Healthcare Information Systems & Digital Health

Course Objective: The course aims to provide students with an understanding of healthcare information systems, digital health technologies, and their strategic role in healthcare management. It enables students to utilize information systems for improving healthcare delivery, operational efficiency, patient care, and managerial decision-making in modern healthcare organizations.

Course Outcomes (COs): After completion of the course, students shall be able to:

CO1: Understand the concepts, components, and significance of healthcare information systems.

CO2: Analyze the role of digital technologies in healthcare service delivery and hospital management.

CO3: Evaluate healthcare data management, security, and privacy requirements.

CO4: Understand emerging digital health innovations and their applications in healthcare organizations.

CO5: Apply healthcare information systems for effective planning, monitoring, and decision-making.

Unit 1: Healthcare Information Systems and Digital Transformation

Concept and evolution of healthcare information systems, role of information technology in healthcare management, components of hospital information systems, electronic medical records (EMR), electronic health records (EHR), digital transformation in healthcare organizations, benefits and challenges of digital healthcare adoption.

Unit 2: Digital Health Technologies and Applications

Telemedicine and telehealth services, mobile health (mHealth), e-health applications, National Digital Health Mission (NDHM), health information exchange, digital patient engagement systems, applications of information technology in patient care, administration, and healthcare service delivery.

Unit 3: Healthcare Data Management, Security and Governance

Healthcare data collection and management, healthcare databases, data quality and integrity, confidentiality and privacy of health information, cybersecurity in healthcare organizations, legal and ethical aspects of healthcare information management, data governance and regulatory compliance.

Unit 4: Emerging Technologies and Future Trends in Digital Health

Artificial Intelligence in healthcare, Internet of Medical Things (IoMT), cloud computing in healthcare, big data analytics, blockchain applications in healthcare, clinical decision support systems, smart hospitals, digital innovation and future trends in healthcare technology.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Karen A. Wager, Frances W. Lee, and John P. Glaser, *Health Care Information Systems: A Practical Approach for Health Care Management*, John Wiley & Sons, 2021
- Marion J. Ball, Charlotte Weaver, and Joan Kiel, *Healthcare Information Management Systems: Cases, Strategies and Solutions*, Springer Science & Business Media, 2013.
- Syed Amin Tabish, *Hospital and Health Services Administration: Principles and Practice*, Oxford University Press, USA, 2001.
- World Health Organization (WHO), *Digital Health Guidelines*
- National Digital Health Mission (NDHM) Documents, Government of India
- Adam Bohr, and Kaveh Memarzadeh, *Artificial Intelligence in Healthcare*, Academic Press, 2020.

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MBA 107-18
Business Communication for Managerial Effectiveness

Course Objective: This course presents communication as integral to management and as a critical component for success in the workplace. The students will develop a foundation for designing effective messages, both written and oral, from concept to delivery. They will use various communication models to identify objectives, analyze audiences, choose information, and create the most effective arrangement and channel for that message. Particularly, the course emphasizes elements of persuasive communication: how to design messages for diverse and possibly resistant audiences and how to present that information in a credible and convincing way.

Specifically, students will practice drafting and editing clear, precise, and readable written business documents as well as learn to design documents to make information easily accessible to a busy, executive-level reader. In addition, they will develop and deliver an individual presentation, using appropriate and effective visual support, in which they will present a persuasive argument that demonstrates relevance and benefits to an audience at different levels of expertise or interest and will learn and practice group communication.

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

CO1 - To understand the basics of communication and its process, and the various barriers in the communication.

CO2 – To learn the listening skills and comprehend the value of business etiquettes

CO3 – To comprehend Non – Verbal communication skills and its application for effective Communication.

CO4 – To learn the skills of writing effective business messages, letters and reports

CO5 – To develop the presentation skills and learning to organize and structure a Presentation using visual aids

CO6 – To prepare the students for interview, employment messages and resume writing skills

UNIT - 1

Understanding the Foundations of Business Communication: Business Communication concept, Communication Models, Communication Process, Characteristics of effective business communication, Barriers in communication environment, Communication and Ethics, Cross Cultural Communication;

Guidelines for successful collaborative writing, Social networking technologies in business communication, Importance of listening, business etiquette & nonverbal Communication

UNIT - II

The Three-Step Writing Process: Importance of analyzing the situation before writing a message, Information-gathering options, Information organization, Writing Business Communication: Adapting to your audience, Crafting brief messages, Crafting messages for electronic media, Writing routine and positive messages, Writing negative messages; Planning, Writing, and Completing Reports and Proposal and Emails.

UNIT – III

Designing and Delivering Oral and Online Presentations: Developing oral and online presentations, Enhancing presentations with slides and other visual aids, Just-A-Minute Presentation, Individual/Group Presentations, Feedback and overcoming Glossophobia, Group discussion.

UNIT - IV

Writing Employment Messages and Interviewing for Jobs: Employment strategy, Planning, writing and completing your resume, Applying and Interviewing for Employment:

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Understanding, preparing and follow-up, Role Play and Simulation games – Employer - employee and Interviewer – interviewee relationship.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- John M. Penrose, Robert W. Rasberry, and Robert J. Myers, *Business Communication for Managers: An Advanced Approach (5th edition)*, Cengage Learning, 2007.
- Courtland L. Bovee, John V. Thill, and Roshan Lal Raina, *Business Communication Today (13th edition)*, Pearson, 2016.
- Ashraf M. Rizvi and Priyadarshi Patnaik, *Effective Technical Communication*, Tata Mcgraw Hills, 2024.
- Raymond Lesikar, Marie Flatley, Kathryn Rentz, and Neerja Pandey, *Business Communication*, Tata Mcgraw Hills, 2014.

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MMS(HHM) 201-26 Business Environment

Course Objective: To provide an understanding of the dynamic business environment and its various dimensions—economic, political, legal, social, technological, ecological, and global—and to develop the ability to analyze their impact on business organizations.

Course Outcomes: At the end of the course, student should be able to:

CO1: Explain the concept, nature, scope, and significance of the business environment.

CO2: Analyze the influence of internal, micro, and macro environmental factors on business organizations.

CO3: Evaluate the impact of political, legal, economic, socio-cultural, technological, and ecological environments on business decisions.

CO4: Assess the implications of government policies, regulatory frameworks, and globalization for business enterprises.

CO5: Examine contemporary issues and emerging trends affecting the business environment at national and international levels.

CO6: Apply environmental scanning and scenario analysis techniques for strategic business decision-making.

Unit 1: Introduction to Business Environment

Meaning, Nature, Scope and Importance of Business Environment, Types of Environment: Internal and External Environment, Micro and Macro Environment, Components of Business Environment

Environmental Scanning and Monitoring: SWOT Analysis, Business Ethics and Corporate Governance, Corporate Social Responsibility (CSR)

Unit 2: Political Environment, Legal Environment and Socio – Cultural Environment

Political Environment: Political Institutions: Legislature, Executive and Judiciary, Role of Government in Business, Fundamental Rights and Directive Principles, Public Policy and Business, Political Stability and Business Growth

Legal Environment: Company Regulatory Legislations in India, Competition Act, FEMA, Consumer Protection Act (Latest Amendments), Right to Information Act, 2005, Intellectual Property Rights (IPR)

Socio-Cultural Environment: Social Structure and Culture, Demographic Factors, Social Values and Business, Consumerism and Consumer Rights, Changing Lifestyle and Business Opportunities

Unit 3: Economic Environment and Technological Environment

Economic Environment: Meaning and Components of Economic Environment, Economic Systems: Capitalism, Socialism and Mixed Economy, Economic Reforms and Liberalization, Monetary Policy and Fiscal Policy, Inflation, Recession and Business Cycles, Impact of Economic Policies on Business

Technological Environment: Impact of Technology on Business, Technological Policy, Digital Transformation and Industry 4.0, E-Commerce and Digital Business, Technology Transfer, Appropriate Technology and Innovation Management

Unit 4: International Business Environment and Ecological Environment

International Business Environment: Globalization: Meaning and Features, Foreign Direct Investment (FDI), Multinational Corporations (MNCs), World Trade Organization (WTO): Role and Functions, Trading Blocs and Regional Economic Cooperation, Special Economic Zones (SEZs), Export Promotion Measures, Dumping and Anti-Dumping Measures

Ecological Environment: Green Business and Green Management, Sustainable Development, Environmental Protection Act, 1986, Global Warming and Climate Change, Carbon Foot printing, Environmental Sustainability and Business Responsibility

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Contemporary Business Environment Issues: Digital Economy, ESG (Environmental, Social and Governance) Practices, Circular Economy, Artificial Intelligence and Business, Emerging Trends in Global Business Environment

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Justin Paul, *Business Environment: Text and Cases*, Latest Edition, McGraw Hill Education, New Delhi. 2018
- A.C. Fernando. *Business Environment*, Latest Edition, Pearson Education India, New Delhi. 2011.
- Francis Cherunilam. *Business Environment: Text and Cases*, **32nd Revised Edition, 2025**, Himalaya Publishing House, Mumbai, 2025.
- K. Aswathappa, and Lalitha Raman, *Essentials of Business Environment*, Latest Edition, Himalaya Publishing House, Mumbai, 2025.
- V. Neelamegam. *Business Environment*, Latest Edition, Vrinda Publications (P) Ltd., New Delhi, 2014.
- C.S.V. Murthy. *Business Ethics: Text and Cases*, Latest Edition, Himalaya Publishing House, Mumbai, 2024.
- Shaikh Saleem. *Business Environment*, Latest Edition, Pearson Education India, New Delhi, 2020.
- Francis Cherunilam. *International Business Environment*, **9th Edition**, Himalaya Publishing House, Mumbai, 2023.

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MMS(HHM) 202-26 Hospital Operations & Patient Services Management

Course Objective: The course aims to provide students with advanced knowledge of hospital operations and patient service management. It focuses on planning, organizing, coordinating, and improving healthcare services to enhance operational efficiency, patient satisfaction, and overall organizational performance.

Course Outcomes (COs): After completion of the course, students shall be able to:

CO1: Understand the principles and functions of hospital operations management.

CO2: Analyze patient flow, service delivery processes, and operational challenges in healthcare organizations.

CO3: Apply management techniques for improving efficiency and quality of patient services.

CO4: Evaluate patient experience and service quality initiatives in healthcare institutions.

CO5: Develop strategies for effective coordination of healthcare operations and patient-centered care.

Unit 1: Hospital Operations Management

Concept and scope of hospital operations management, healthcare service delivery systems, operational planning and coordination, management of outpatient, inpatient and emergency services, resource utilization, operational performance indicators, role of operations managers in healthcare organizations.

Unit 2: Patient Services and Care Coordination

Patient registration and admission processes, appointment systems, patient flow management, discharge planning, patient care coordination, patient support services, patient navigation systems, communication and coordination among healthcare departments.

Unit 3: Service Quality, Patient Experience and Operational Excellence

Patient satisfaction and patient experience management, service quality dimensions in healthcare, patient feedback systems, grievance handling and service recovery, quality improvement initiatives, lean healthcare concepts, operational efficiency and continuous improvement.

Unit 4: Technology, Innovation and Emerging Trends in Hospital Operations

Role of technology in hospital operations, hospital information systems, digital patient services, telehealth and virtual care services, capacity management, healthcare process optimization, emerging challenges and future trends in hospital operations and patient services.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Syed Amin Tabish, *Hospital and Health Services Administration: Principles and Practice*, Oxford University Press, USA, 2001.
- S.L. Goel, *Hospital Administration and Management: Theory and Practice*, Deep and Deep Publications, 2007.
- Amruthur V. Srinivasan, *Managing a Modern Hospital*, Sage Publications, India, 2008.
- Sharon B. Buchbinder, and Nancy H. Shank, *Introduction to Health Care Management*, Jones & Bartlett Learning Publications, 2016.
- World Health Organization (WHO), *Hospital Management and Service Quality Guidelines*
- Joint Commission International (JCI), *Patient-Centered Care Standards*.

I.K.G. Punjab Technical University
MMS(HHM) 203-26 – Financial Management & Hospital Billing Systems

Course Objective: The course aims to provide students with an understanding of financial management principles and hospital billing systems used in healthcare organizations. It focuses on financial planning, budgeting, cost management, revenue cycle management, and billing processes essential for efficient financial administration and sustainability of healthcare institutions.

Course Outcomes (COs): After completion of the course, students shall be able to:

- CO1:** Understand the principles and functions of financial management in healthcare organizations.
- CO2:** Analyze financial planning, budgeting, and resource allocation processes in hospitals.
- CO3:** Evaluate healthcare costs, revenue streams, and financial performance indicators.
- CO4:** Understand hospital billing systems, insurance claims, and revenue cycle management.
- CO5:** Apply financial management techniques for effective decision-making and organizational sustainability.

Unit 1: Financial Management in Healthcare Organizations

Concept, scope and importance of financial management, objectives and functions of financial management, healthcare financing environment, sources of funds for healthcare organizations, financial planning and decision-making, role of financial managers in hospitals.

Unit 2: Budgeting, Costing and Financial Performance

Hospital budgeting process, operating and capital budgets, budgetary control, healthcare cost concepts, cost analysis and cost control techniques, financial statements, ratio analysis, performance measurement and financial reporting in healthcare organizations.

Unit 3: Hospital Billing and Revenue Cycle Management

Hospital billing systems, outpatient and inpatient billing procedures, charge capture systems, billing documentation, healthcare reimbursement mechanisms, revenue cycle management, insurance billing, cashless services, claim processing and financial controls.

Unit 4: Financial Sustainability and Emerging Trends

Working capital management, financial risk management, fraud prevention and internal controls, technology in healthcare finance, digital payment systems, healthcare financial analytics, challenges in healthcare financing, emerging trends in hospital financial management.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- William N. Zelman, Michael J. McCue, Noah D. Glick, and Marci S. Thomas, *Financial Management of Health Care Organizations: An Introduction to Fundamental Tools, Concepts and Applications*, Jossey Bass Incorporated, 2014.
- Louis C. Gapenski & George H. Pink – *Understanding Healthcare Financial Management*, ACHE Learn, 2015.
- Prasanna Chandra – *Financial Management*, McGraw Hill, 2022.
- Syed Amin Tabish, *Hospital and Health Services Administration: Principles and Practice*, Oxford University Press, USA, 2001.
- S.L. Goel, *Hospital Administration and Management: Theory and Practice*, Deep and Deep Publications, 2007.
- Healthcare Financial Management Association (HFMA), *Principles of Healthcare Finance*

I.K.G. Punjab Technical University
MMS(HHM) 204-26 Human Resource Management in Healthcare

Course Objective: The course aims to provide students with advanced knowledge of human resource management practices in healthcare organizations. It focuses on workforce planning, talent management, employee development, performance management, and leadership practices required for managing healthcare professionals and creating a productive work environment.

Course Outcomes (COs): After completion of the course, students shall be able to:

CO1: Understand the strategic role of human resource management in healthcare organizations.

CO2: Analyze workforce planning, recruitment, and talent management practices in healthcare settings.

CO3: Evaluate employee performance, motivation, and development systems.

CO4: Apply leadership and employee engagement strategies for effective healthcare workforce management.

CO5: Develop HR policies and practices that support organizational goals and quality healthcare delivery.

Unit 1: Human Resource Management in Healthcare

Concept and scope of human resource management, strategic role of HR in healthcare organizations, healthcare workforce planning, human resource challenges in hospitals, HR policies and procedures, organizational structure and manpower requirements in healthcare institutions.

Unit 2: Recruitment, Talent Acquisition and Employee Development

Job analysis, job description and job specification, recruitment and selection processes, talent acquisition strategies, employee induction and orientation, training and development programs, competency mapping, career planning and succession management in healthcare organizations.

Unit 3: Performance Management and Employee Engagement

Performance appraisal systems, key performance indicators (KPIs), employee motivation, job satisfaction, employee engagement, leadership development, teamwork and collaboration, communication and interpersonal relations in healthcare workplaces.

Unit 4: Employee Relations, Labour Issues and Emerging HR Practices

Employee welfare and workplace safety, grievance handling and conflict resolution, labour laws applicable to healthcare organizations, industrial relations, stress management and employee well-being, workforce diversity, HR analytics, digital HR practices and emerging trends in healthcare human resource management.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Gary Dessler, *Human Resource Management*, Pearson, 2020.
- Michael Armstrong and Stephen Taylor, *Armstrong's Handbook of Human Resource Management Practice*, KoganPage Publications, 2014.
- Sharon B. Buchbinder, and Nancy H. Shank, *Introduction to Health Care Management*, Jones & Bartlett Learning Publications, 2016.
- C.B. Gupta, *Human Resource Management: Text & Cases*, Sultan Chand & Sons, 2018.
- Syed Amin Tabish, *Hospital and Health Services Administration: Principles and Practice*, Oxford University Press, USA, 2001.
- S.L. Goel, *Hospital Administration and Management: Theory and Practice*, Deep and Deep Publications, 2007.

Course Objective The course aims to provide students with an understanding of strategic marketing concepts and patient relationship management practices in healthcare organizations. It focuses on healthcare consumer behavior, service marketing, brand management, patient engagement, and relationship-building strategies for enhancing organizational growth and patient satisfaction.

Course Outcomes (COs): After completion of the course, students shall be able to:

CO1: Understand the principles and applications of healthcare marketing.

CO2: Analyze healthcare consumer behavior and market dynamics.

CO3: Develop marketing strategies and branding initiatives for healthcare organizations.

CO4: Evaluate patient relationship management practices and patient engagement strategies.

CO5: Apply marketing and relationship management techniques to improve organizational performance and patient satisfaction.

Unit 1: Fundamentals of Healthcare Marketing

Concept and scope of healthcare marketing, characteristics of healthcare services, healthcare marketing environment, healthcare consumer behavior, market segmentation, targeting and positioning, role of marketing in healthcare organizations.

Unit 2: Strategic Marketing and Healthcare Branding

Marketing mix for healthcare services, healthcare brand management, service differentiation strategies, hospital image building, public relations, healthcare communication strategies, community outreach programs, reputation management in healthcare organizations.

Unit 3: Patient Relationship Management and Service Excellence

Concept and importance of patient relationship management, patient lifecycle management, patient engagement strategies, communication with patients and families, grievance handling and complaint management, patient loyalty, patient retention and service excellence.

Unit 4: Digital Marketing and Emerging Trends in Healthcare

Digital marketing in healthcare, social media marketing, online reputation management, customer relationship management (CRM) systems, healthcare analytics for marketing decisions, ethical issues in healthcare marketing, emerging trends and innovations in healthcare marketing and patient relationship management.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Philip Kotler, Joel Shalowitz, and Robert J. Stevens, *Strategic Marketing for Health Care Organizations: Building a Customer Driven Health System*, Jossey-Bass, 2011.
- Richard K. Thomas, *Health Services Marketing: A Practitioner's Guide*, Springer, New York, 2008.
- Syed Amin Tabish, *Hospital and Health Services Administration: Principles and Practice*, Oxford University Press, USA, 2001.
- S.L. Goel, *Hospital Administration and Management: Theory and Practice*, Deep and Deep Publications, 2007.
- Paul Greenberg, *CRM at the Speed of Light: Capturing and keeping Customers in Internet Real Time*, McGraw-Hill Professional, 2001.

I.K.G. Punjab Technical University

MMS(HHM) 206-26 – Hospital Materials & Supply Chain Management

Course Objective: The course aims to provide students with advanced knowledge of materials management and supply chain systems in healthcare organizations. It focuses on procurement, inventory management, logistics, vendor management, and supply chain optimization to ensure efficient utilization of resources and uninterrupted healthcare service delivery.

Course Outcomes (COs): After completion of the course, students shall be able to:

CO1: Understand the concepts and strategic importance of materials and supply chain management in healthcare organizations.

CO2: Analyze procurement, purchasing, and vendor management practices in hospitals.

CO3: Apply inventory control and materials management techniques for efficient resource utilization.

CO4: Evaluate logistics and supply chain systems supporting healthcare service delivery.

CO5: Develop strategies for improving supply chain efficiency, cost control, and service quality in healthcare organizations.

Unit 1: Materials Management in Healthcare Organizations

Concept, scope and importance of materials management, objectives of hospital materials management, classification of healthcare materials, medicines, consumables and medical equipment, organization of materials management department, strategic role of materials management in healthcare operations.

Unit 2: Procurement, Purchasing and Vendor Management

Procurement planning, purchasing procedures, tendering process, vendor selection and evaluation, contract management, ethical and legal aspects of procurement, supplier relationship management, challenges in healthcare procurement systems.

Unit 3: Inventory Management and Store Operations

Inventory management concepts, inventory control techniques, ABC, VED and FSN analysis, Economic Order Quantity (EOQ), stock verification and control, storekeeping practices, inventory information systems, management of pharmaceutical and medical supplies.

Unit 4: Healthcare Supply Chain and Logistics Management

Concept and components of healthcare supply chain management, logistics and distribution systems, warehousing and transportation, cold chain management, technology applications in supply chain management, risk management in healthcare supply chains, emerging trends and best practices in healthcare logistics.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Donald J. Bowersox, David J. Closs, M. Bixby Cooper, and John C. Bowersox, *Supply Chain Logistics Management*, McGraw Hill, 2024.
- Syed Amin Tabish, *Hospital and Health Services Administration: Principles and Practice*, Oxford University Press, USA, 2001.
- S.L. Goel, *Hospital Administration and Management: Theory and Practice*, Deep and Deep Publications, 2007.
- Amruthur V. Srinivasan, *Managing a Modern Hospital*, Sage Publications, India, 2008.
- World Health Organization (WHO), *Guidelines on Healthcare Supply Chain Management*

I.K.G. Punjab Technical University

MMS(HHM) 207-26 – Healthcare Laws, Ethics & Regulatory Framework

Course Objective: The course aims to provide students with a comprehensive understanding of the legal, ethical, and regulatory environment governing healthcare organizations. It focuses on healthcare laws, patient rights, professional ethics, compliance requirements, and regulatory mechanisms essential for effective healthcare administration and governance.

Course Outcomes (COs): After completion of the course, students shall be able to:

CO1: Understand the legal framework governing healthcare organizations and healthcare services.

CO2: Analyze ethical issues and professional responsibilities in healthcare management.

CO3: Evaluate regulatory requirements related to healthcare operations and compliance.

CO4: Understand patient rights, legal liabilities, and risk management practices in healthcare institutions.

CO5: Apply legal and ethical principles in healthcare decision-making and organizational governance.

Unit 1: Healthcare Laws and Regulatory Environment

Overview of healthcare laws in India, legal framework governing hospitals and healthcare institutions, licensing and registration requirements, regulatory authorities and their functions, healthcare governance, legal responsibilities of healthcare organizations and administrators.

Unit 2: Patient Rights, Medical Records and Legal Accountability

Patient rights and responsibilities, informed consent, confidentiality and privacy of patient information, medical records management, legal aspects of documentation, consumer protection in healthcare services, medico-legal cases and dispute resolution mechanisms.

Unit 3: Healthcare Ethics and Professional Conduct

Concept and principles of healthcare ethics, autonomy, beneficence, non-maleficence and justice, professional ethics and code of conduct, ethical issues in healthcare delivery, ethical decision-making, ethics committees and governance in healthcare organizations.

Unit 4: Compliance, Risk Management and Emerging Legal Challenges

Risk management in healthcare organizations, medical negligence and professional liability, patient safety and legal compliance, biomedical waste management regulations, digital health and data privacy regulations, emerging legal and ethical challenges in healthcare administration.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Syed Amin Tabish, *Hospital and Health Services Administration: Principles and Practice*, Oxford University Press, USA, 2001.
- S.L. Goel, *Hospital Administration and Management: Theory and Practice*, Deep and Deep Publications, 2007.
- Indian Medical Council, *Code of Medical Ethics*
- Government of India, *Healthcare Laws, Regulatory and Compliance Guidelines*
- World Health Organization (WHO), *Ethics and Governance in Healthcare*

I.K.G. Punjab Technical University
MMS(HHM) 208-26 – Research Methods in Healthcare

Course Objective: The course aims to provide students with a systematic understanding of research methods and their application in healthcare management. It enables students to identify research problems, collect and analyze data, interpret findings, and prepare research reports for evidence-based decision-making and healthcare improvement.

Course Outcomes (COs): After completion of the course, students shall be able to:

CO1: Understand the concepts, significance, and process of research in healthcare management.

CO2: Formulate research problems, objectives, and hypotheses for healthcare studies.

CO3: Apply appropriate research designs and data collection methods.

CO4: Analyze and interpret research data using basic statistical techniques.

CO5: Prepare research reports and utilize research findings for healthcare decision-making.

Unit 1: Introduction to Healthcare Research

Meaning and importance of research, role of research in healthcare management, types of research, research process, identification of research problems, formulation of research objectives and hypotheses, ethics in healthcare research, evidence-based healthcare management.

Unit 2: Research Design and Data Collection

Research design and its types, exploratory, descriptive and analytical research, sampling concepts and sampling techniques, primary and secondary data sources, questionnaire design, interviews, observations and survey methods, data collection in healthcare settings.

Unit 3: Data Analysis and Interpretation

Data classification and tabulation, data presentation techniques, introduction to statistical tools, measures of central tendency, percentages and averages, interpretation of healthcare data, use of software tools for data management and analysis, drawing meaningful conclusions.

Unit 4: Research Reporting and Applications in Healthcare

Research report writing, structure of research reports, presentation of findings, referencing and citation methods, plagiarism and academic integrity, research applications in hospital administration, quality improvement studies, patient satisfaction surveys, healthcare policy and management decision-making.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- C.R. Kothari, *Research Methodology: Methods and Techniques*, New Age International, 2004.
- Deepak Chawla & Neena Sondhi, *Research Methodology: Concepts and Cases*, Vikas Publishing House, 2011.
- R. Paneerselvam, *Research Methodology*, PHI learning, 2004.
- K. Park, *Park's Textbook of Preventive and Social Medicine*, Bhanot Publishers, 2025.
- World Health Organization (WHO), *Health Research Methodology Guidelines*
- J. David Creswell, and John W. Creswell, *Research Design: Qualitative, Quantitative and Mixed Methods Approaches*, Sage Publications, 2022.

I.K.G. Punjab Technical University
MMS(HHM) 301-26 – Hospital Planning, Quality & Accreditation

Course Objective: The course aims to provide students with advanced knowledge of hospital planning, healthcare quality management, patient safety, and accreditation systems. It focuses on strategic planning of healthcare facilities, quality improvement initiatives, performance measurement, and compliance with national and international accreditation standards to enhance healthcare delivery and organizational excellence.

Course Outcomes (COs): After completion of the course, students shall be able to:

CO1: Understand the principles and processes of hospital planning and healthcare infrastructure development.

CO2: Analyze quality management systems and quality improvement initiatives in healthcare organizations.

CO3: Evaluate patient safety practices and risk management strategies in hospitals.

CO4: Understand national and international healthcare accreditation frameworks and standards.

CO5: Apply quality and accreditation principles to improve organizational performance and healthcare outcomes.

Unit 1: Hospital Planning and Healthcare Infrastructure

Concept and importance of hospital planning, strategic healthcare facility planning, site selection and location analysis, hospital layout and design considerations, planning of clinical and support services, capacity planning, infrastructure requirements, medical equipment planning, healthcare facility development and expansion.

Unit 2: Healthcare Quality Management Systems

Concept and dimensions of quality in healthcare, quality assurance and quality control, quality management systems, quality indicators and performance measurement, standard operating procedures (SOPs), continuous quality improvement, benchmarking and quality culture in healthcare organizations.

Unit 3: Patient Safety and Risk Management

Patient safety concepts and goals, adverse events and incident reporting, root cause analysis, risk assessment and risk mitigation strategies, infection prevention and control, clinical governance, patient rights and safety culture, performance improvement initiatives.

Unit 4: Accreditation Standards and Organizational Excellence

Concept and importance of accreditation, accreditation process and compliance requirements, NABH standards and accreditation framework, NABL standards, Joint Commission International (JCI) overview, documentation and audit processes, accreditation preparedness, quality awards and organizational excellence models.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- NABH, *Accreditation Standards for Hospitals and Healthcare Providers*
- NABL, *Accreditation Standards and Guidelines*
- Syed Amin Tabish, *Hospital and Health Services Administration: Principles and Practice*, Oxford University Press, USA, 2001.
- S.L. Goel, *Hospital Administration and Management: Theory and Practice*, Deep and Deep Publications, 2007.
- Amruthur V. Srinivasan, *Managing a Modern Hospital*, Sage Publications, India, 2008.
- World Health Organization (WHO), *Patient Safety and Quality Improvement Guidelines*

I.K.G. Punjab Technical University
MMS(HHM) 302-26 – Health Insurance and TPA Management

Course Objective: The objective of this course is to introduce students to the concept of health insurance and its role in healthcare financing. The course explains how insurance companies and Third Party Administrators (TPAs) work with hospitals to provide cashless treatment, process claims, and manage healthcare payments.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Understand the concept and importance of health insurance in healthcare services.

CO2: Identify different types of health insurance policies and schemes.

CO3: Understand the role and functions of Third Party Administrators (TPAs).

CO4: Recognize the process of insurance claims and cashless treatment in hospitals.

CO5: Understand the role of insurance in improving access to healthcare services.

Unit 1: Introduction to Health Insurance

Concept and importance of health insurance, role of insurance in healthcare financing, growth of health insurance sector in India, benefits of health insurance for patients and hospitals. Individual health insurance policies, family floater policies, group health insurance schemes, government health insurance schemes in India.

Unit 2: Third Party Administrators (TPA)

Concept and role of TPAs in healthcare, functions of TPAs in hospitals, relationship between hospitals, insurance companies and TPAs, documentation and communication processes.

Unit 3: Cashless Treatment and Insurance Claims

Cashless hospitalization process, pre-authorization procedures, claim processing and settlement, common issues in insurance claims.

Unit 4: Hospital Insurance Desk and Documentation

Role of hospital insurance department, documentation required for insurance claims, coordination between hospital departments and insurance providers.

Challenges and Future of Health Insurance: Challenges in health insurance implementation, fraud and claim disputes, role of digital technology in insurance processing, future trends in healthcare insurance.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Syed Amin Tabish, *Hospital and Health Services Administration: Principles and Practice*, Oxford University Press, USA, 2001.
- S.L. Goel, *Hospital Administration and Management: Theory and Practice*, Deep and Deep Publications, 2007.
- IRDAI, Health Insurance Guidelines and Reports
- Government of India, Health Insurance Policy Documents

Course Objective: The course aims to provide students with an understanding of data analytics and artificial intelligence applications in healthcare management. It focuses on the use of healthcare data for informed decision-making, performance improvement, predictive analysis, and digital transformation of healthcare organizations.

Course Outcomes (COs): After completion of the course, students shall be able to:

CO1: Understand the concepts and significance of data analytics and artificial intelligence in healthcare.

CO2: Analyze healthcare data for operational, clinical, and managerial decision-making.

CO3: Evaluate the applications of artificial intelligence in healthcare services and hospital management.

CO4: Understand ethical, legal, and governance issues related to healthcare data and AI technologies.

CO5: Apply data-driven approaches for improving healthcare quality, efficiency, and patient outcomes.

Unit 1: Introduction to Healthcare Data Analytics

Concept and importance of data analytics in healthcare, types and sources of healthcare data, healthcare data lifecycle, healthcare databases and information systems, data-driven decision making, key performance indicators (KPIs) in healthcare organizations, applications of analytics in hospital management.

Unit 2: Healthcare Analytics and Business Intelligence

Data collection, data visualization and reporting, dashboards and performance monitoring systems, descriptive, diagnostic and predictive analytics, business intelligence tools in healthcare, analytics for patient care, operations management, quality improvement and resource utilization.

Unit 3: Artificial Intelligence Applications in Healthcare

Concept and fundamentals of artificial intelligence, machine learning and intelligent systems, AI applications in diagnostics, patient monitoring, clinical decision support systems, hospital operations, healthcare resource planning, telemedicine, personalized healthcare and digital health innovations.

Unit 4: AI Governance, Ethics and Future Trends

Data privacy and security considerations, ethical issues in healthcare analytics and artificial intelligence, algorithmic bias and fairness, regulatory and governance frameworks, challenges in AI adoption, future trends in healthcare analytics, smart hospitals and AI-enabled healthcare systems.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Adam Bohr, and Kaveh Memarzadeh, *Artificial Intelligence in Healthcare*, Academic Press, Cambridge, Massachusetts, 2020.
- Hui Yang, and Eva K. Lee, *Healthcare Analytics: From Data to Knowledge to Healthcare Improvement*, John Wiley and Sons, Hoboken, New Jersey, 2016.
- Karen A. Wager, Frances W. Lee, and John P. Glaser, *Health Care Information Systems: A Practical Approach for Health Care Management*, Jossey Bass, San Francisco, 2017.
- Bernard Marr, *Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning to Solve Problems*, Wiley, Chichester, 2019.

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- World Health Organization (WHO), *Ethics and Governance of Artificial Intelligence for Health*
- National Digital Health Mission (NDHM) Documents, Government of India

I.K.G. Punjab Technical University
MMS(HHM) 304-26 – Healthcare Entrepreneurship & Innovation

Course Objective: The course aims to develop entrepreneurial thinking and innovation management capabilities among students in the healthcare sector. It focuses on identifying healthcare business opportunities, developing innovative healthcare solutions, planning healthcare ventures, and understanding the startup ecosystem in healthcare services.

Course Outcomes (COs): After completion of the course, students shall be able to:

CO1: Understand the concepts and significance of entrepreneurship and innovation in healthcare.

CO2: Identify business opportunities and emerging trends in the healthcare sector.

CO3: Develop business plans and evaluate the feasibility of healthcare ventures.

CO4: Analyze innovation strategies, healthcare technologies, and startup ecosystems.

CO5: Apply entrepreneurial and managerial skills for establishing and managing healthcare enterprises.

Unit 1: Entrepreneurship and Healthcare Business Opportunities

Concept and characteristics of entrepreneurship, role of entrepreneurs in healthcare development, entrepreneurial competencies, healthcare industry landscape, identification of healthcare business opportunities, emerging healthcare sectors, healthcare consultancy, wellness services, diagnostics, home healthcare and allied healthcare businesses.

Unit 2: Business Planning and Venture Development

Business idea generation and evaluation, feasibility analysis, market assessment, business model development, preparation of business plans, funding sources for healthcare ventures, startup financing, government support schemes, regulatory requirements and risk assessment for healthcare enterprises.

Unit 3: Innovation and Technology in Healthcare

Concept of innovation and innovation management, digital health innovations, telemedicine, artificial intelligence applications, healthcare technology startups, product and service innovation, design thinking, innovation adoption in healthcare organizations, challenges in healthcare innovation.

Unit 4: Managing Healthcare Enterprises and Future Trends

Leadership and management of healthcare ventures, marketing and growth strategies, scaling healthcare businesses, healthcare partnerships and collaborations, social entrepreneurship in healthcare, sustainability of healthcare enterprises, future trends in healthcare entrepreneurship and innovation.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Peter F. Drucker, *Innovation and Entrepreneurship*, Harper Business, New York, 1985.
- Vasant Desai, *Dynamics of Entrepreneurial Development and Management*, Himalaya Publishing House, Mumbai, 2023
- S. S. Khanka, *Entrepreneurial Development*, S. Chand Publishing, New Delhi, 2026.
- Vijay Govindarajan, and Ravi Ramamurti, *The Three Box Solution: A Strategy for Leading Innovation*, Harvard Business Review Press, Boston, 2016.
- Syed Amin Tabish, *Hospital and Health Services Administration: Principles and Practice*, Oxford University Press, USA, 2001.
- Government of India, *Startup India and Healthcare Innovation Policy Documents*.

I.K.G. Punjab Technical University
MMS(HHM) 305-26 Business Ethics and Corporate Social Responsibility

Course Objective: This Paper introduces students to the relationship between business and ethics, and tries them to understand how ethical principles could influence management decisions. It also signifies the concept of CSR and its implications on business.

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

CO1: To integrate and apply contemporary Ethics & Governance issues in a business context

CO2: To analyse and apply ethics to contemporary business practices.

CO3: To analyse key perspectives on corporate social responsibility and their application.

CO4: To evaluate different corporate ownership structures and their key governance features.

CO5: To understand the ethical decision making, ethical reasoning, the dilemma resolution process.

CO6: To analyse and apply corporate governance perspectives to contemporary business practices.

Unit 1: Business Ethics: Characteristics, Principles, Types, Importance, Factors highlighting the importance of Business Ethics, Myths about Business Ethics. Ethical Values, Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Code of Ethics. Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process.

Unit 2: Social Responsibilities of the firm: Relationship of the firms with customers, competitors, stockholders, dealers and suppliers. Ethics v/s Ethos, Indian v/s Western Management, Globalisation and Business Ethics. Emerging issues of Business Ethics. Ethics in Marketing, Accounting and Finance, HRM and Environmental Ethics.

Unit 3: Corporate Social Responsibility: Concept, Definition, Need, Arguments in favour of and against CSR. Historical Phases of Corporate Social Responsibility, Perspectives of CSR. Models of CSR, Drivers of CSR, Corporate Governance, Business Ethics and CSR.

Corporate Sustainability: Meaning, Need and importance of Sustainability, Sustainability Case Studies-Triple Bottom Line (TBL). Corporate Sustainability Reporting Frameworks: Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.

Unit 4: Corporate Social Responsibility within the organization: CSR and Society, Strategic Planning and CSR, Environmental Aspects of CSR, CSR under the Companies Act, 2013, CSR Practices in India, Case Studies of Major CSR Initiatives.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Fernando, A. C. (2010). *Business Ethics and corporate governance*. Pearson Education.
- Velasquez, M. G. (2011). *Business Ethics: Concepts and Cases*, PHI Learning.
- Gosh, B. N. (2009). *Business Ethics and Corporate Governance*. Tata McGraw Hill. T
- Thomas M. Garrett - *Business Ethics* - The times of India Press Bombay.
- Peter Pratley - *The essence of Business Ethics* - prentice Hall of India (P) Ltd., New Delhi.
- Chackraborty S.K. - *Ethics in Management - Vedantic Perspectives* - Oxford University Press, Delhi.
- Keith Davis *Business and Society* Mc Graw Hill.

I.K.G. Punjab Technical University
HVPE 101-18
HUMAN VALUES, DE-ADDICTION AND TRAFFIC RULES

Course Objective: This introductory course input is intended

- a. To help the students appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity which are the core aspirations of all human beings.
- b. To facilitate the development of a Holistic perspective among students towards life, profession and happiness, based on a correct understanding of the Human reality and the rest of Existence. Such a holistic perspective forms the basis of Value based living in a natural way.
- c. To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually satisfying human behavior and mutually enriching interaction with Nature.

Thus, this course is intended to provide a much needed orientational input in Value Education to the young enquiring minds.

Course Methodology

- The methodology of this course is universally adaptable, involving a systematic and rational study of the human being vis-à-vis the rest of existence.
- It is free from any dogma or value prescriptions.
- It is a process of self-investigation and self-exploration, and not of giving sermons. Whatever is found as truth or reality is stated as proposal and the students are facilitated to verify it in their own right based on their Natural Acceptance and Experiential Validation.
- This process of self-exploration takes the form of a dialogue between the teacher and the students to begin with, and within the student himself/herself finally.
- This self-exploration also enables them to evaluate their pre-conditionings and present beliefs.

Content for Lectures:

Module 1: Course Introduction - Need, Basic Guidelines, Content and Process for Value Education [6]

1. Understanding the need, basic guidelines, content and process for Value Education
2. Self Exploration-what is it? - its content and process; 'Natural Acceptance' and Experiential Validation- as the mechanism for self exploration
3. Continuous Happiness and Prosperity- A look at basic Human Aspirations
4. Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority
5. Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario
6. Method to fulfill the above human aspirations: understanding and living in harmony at various levels

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Module 2: Understanding Harmony in the Human Being - Harmony in Myself! [6]

7. Understanding human being as a co-existence of the sentient 'I' and the material 'Body'
8. Understanding the needs of Self ('I') and 'Body' - *Sukh* and *Suvidha*
9. Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer)
10. Understanding the characteristics and activities of 'I' and harmony in 'I'
11. Understanding the harmony of I with the Body: *Sanyam* and *Swasthya*; correct appraisal of Physical needs, meaning of Prosperity in detail
12. Programs to ensure *Sanyam* and *Swasthya*
- Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 3: Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship [6]

13. Understanding harmony in the Family- the basic unit of human interaction
14. Understanding values in human-human relationship; meaning of *Nyaya* and program for its fulfillment to ensure *Ubhay-tripti*;
Trust (*Vishwas*) and Respect (*Samman*) as the foundational values of relationship
15. Understanding the meaning of *Vishwas*; Difference between intention and competence
16. Understanding the meaning of *Samman*, Difference between respect and differentiation; the other salient values in relationship
17. Understanding the harmony in the society (society being an extension of family): *Samadhan*, *Samridhi*, *Abhay*, *Sah-astitva* as comprehensive Human Goals
18. Visualizing a universal harmonious order in society- Undivided Society (*Akhand Samaj*), Universal Order (*Sarvabhaum Vyawastha*) - from family to world family!
- Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 4: Understanding Harmony in the Nature and Existence - Whole existence as Co-existence [4]

19. Understanding the harmony in the Nature
20. Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature
21. Understanding Existence as Co-existence (*Sah-astitva*) of mutually interacting units in all-pervasive space
22. Holistic perception of harmony at all levels of existence
- Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 5: Implications of the above Holistic Understanding of Harmony on Professional Ethics [6]

23. Natural acceptance of human values
24. Definitiveness of Ethical Human Conduct
25. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order
26. Competence in professional ethics:
 - a) Ability to utilize the professional competence for augmenting universal human order,
 - b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems,
 - c) Ability to identify and develop appropriate technologies and management patterns for above production systems.
27. Case studies of typical holistic technologies, management models and production systems
28. Strategy for transition from the present state to Universal Human Order:
 - a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers
 - b) At the level of society: as mutually enriching institutions and organizations

I.K.G. Punjab Technical University

Text Book

- R. R. Gaur, R. Sangal, and G. P. Bagaria, *A Foundation Course in Value Education*, Excel Books, New Delhi, 2009.

Reference Books

- Ivan Illich, *Energy and Equity*, The Trinity Press, Worcester and HarperCollins, USA, 1974.
- E. F. Schumacher, *Small Is Beautiful: A Study of Economics as if People Mattered*, Blond and Briggs, Britain, 1973.
- A. Nagraj, *Jeevan Vidya Ek Parichay*, Divya Path Sansthan, Amarkantak, 1998.
- Susan George, *How the Other Half Dies*, Penguin Books, London, 1976. Reprinted 1986 and 1991.
- P. L. Dhar, and R. R. Gaur, *Science and Humanism*, Commonwealth Publishers, New Delhi, 1990.
- A. N. Tripathy, *Human Values*, New Age International Publishers, New Delhi, 2003.
- Subhash Palekar, *How to Practice Natural Farming*, Pracheen (Vaidik) Krishi Tantra Shodh, Amravati, 2000.
- Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, and William W. Behrens III, *The Limits to Growth: A Report for the Club of Rome's Project on the Predicament of Mankind*, Universe Books, New York, 1972.
- E. G. Seebauer, and Robert L. Berry, *Fundamentals of Ethics for Scientists and Engineers*, Oxford University Press, New York, 2000.
- M. Govindarajan, S. Natarajan, and V. S. Senthil Kumar, *Engineering Ethics (Including Human Values)*, Prentice Hall of India, Eastern Economy Edition, New Delhi, Latest Edition.
- B. P. Banerjee, *Foundations of Ethics and Management*, Excel Books, New Delhi, 2005.
- B. L. Bajpai, *Indian Ethos and Modern Management*, New Royal Book Company, Lucknow, 2004. Reprinted 2008.

Relevant CDs, Movies, Documentaries & Other Literature:

- Value Education website, <http://uhv.ac.in>
- Story of Stuff, <http://www.storyofstuff.com>
- Al Gore, *An Inconvenient Truth*, Paramount Classics, USA
- Charlie Chaplin, *Modern Times*, United Artists, USA
- IIT Delhi, *Modern Technology – the Untold Story*

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HVPE 102-18

Human Values, De-addiction and Traffic Rules (Lab/Seminar)

One each seminar will be organized on Drug De-addiction and Traffic Rules. Eminent scholar and experts of the subject will be called for the Seminar atleast once during the semester. It will be binding for all the students to attend the seminar.

I.K.G. Punjab Technical University
MMS(HHM) 401 -26 Hospital Internship & Training Report

Course Objective: The objective of this course is to provide students with practical exposure to hospital operations and healthcare management practices. The internship enables students to observe and understand the functioning of various hospital departments and apply theoretical knowledge in real healthcare settings.

Course Outcomes (COs)

After completion of the internship, the students shall be able to:

CO1: Understand the practical functioning of hospital departments and healthcare services.

CO2: Observe and analyze hospital management practices and administrative processes.

CO3: Identify operational challenges in hospital management and healthcare delivery.

CO4: Develop professional skills such as communication, teamwork, and problem solving.

CO5: Prepare and present a project report based on practical learning and observations.

Training Areas (Students may be assigned to any of the following departments)

Hospital administration department, patient registration and front office services, outpatient department (OPD) operations, inpatient department (IPD) management, hospital billing and insurance desk, medical records department, materials and inventory management, quality management department, hospital support services.

Internship Activities

Observation of hospital operations, interaction with hospital administrators and staff, participation in administrative activities, understanding patient service processes, documentation and preparation of internship report.

Training Report

Students are required to prepare a training report based on their internship experience. The report should include introduction of the hospital, description of departments observed, analysis of hospital management practices, identification of operational challenges, and suggestions for improvement.

Evaluation Scheme

Component	Internal	External
Internship Report	100	-
Presentation of Training Report	100	-
Viva Voce based on the Training Report		200
Total Marks	200	200

I.K.G. Punjab Technical University
MMS(HHM) 402 -26 Project / Dissertation

Course Objective: To impart the practical knowledge through research methods, help formulate a rigorous research problem related to hospital on the basis of their observation, help do an independent study, and encourage working in a team.

Dissertation Report Contents: Every student will do a detailed study on the topic selected for the project / dissertation, and is expected to prepare a proposal which he intends to take up for the Dissertation. The assigned guide will examine this and decide on the topic of dissertation. Report will comprise of following contents:

1. Abstract
2. Introduction
3. Aims & Objectives
4. Significance of Study
5. Review of literature
6. Research methodology
7. Data Analysis
8. Results and Findings
9. Discussion
10. Conclusion and Recommendations
11. Limitations and Future Scope of the study
12. References