



# **Minutes of the first meeting of the Board of Studies of IHMR**

**Venue: IIHMR Conference Hall**

**Date: February 07, 2015 at 11.00 AM**

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The first meeting of the Board of studies of the Institute of Health Management Research (henceforth referred as IHMR) was held on February 07, 2015 at 11.00 hrs. Dr. Ashok Kaushik, Dean academic affairs of the University chaired the meeting. The following members participated in the Meeting:

1. Dr. Ashok Kaushik, Dean Academic affairs of the University
2. Dr. Barun Kanjilal, Professor, IIHMR University
3. Dr. Ashok Agarwal, Professor, IIHMR, Delhi
4. Dr. A K Khokhar, Professor, IIHMR, Delhi
5. Dr. Dharendra Kumar, Professor, IIHMR University

The Chairman extended a warm welcome to all the participants in the meeting and thanked them for sparing their precious time to participate in the meeting. At the outset, the Chairman gave a brief account of the core activities of the University. After confirming the quorum of the meeting, the agenda of the meeting was taken up for discussion. The summary of the discussions and decisions taken on the agenda items during the meeting is as under:

### **1. Constitution of the Board of studies under the IHMR and its mandate.**

The Chairman of the Board apprised the members in brief that the IIHMR has been finally incorporated as a University as the IIHMR University ordinance 2013 was replaced with the IIHMR University Act, 2014 by the State Assembly on February 26, 2014. After having incorporated as a University, the Governing structures of the University like Board of Management and Academic Council were created in light of the provisions of the IIHMR University Act and the Statutes made there under.

He further explained that in pursuance of the Statutes of the University, the Board of Studies of the IHMR has been constituted by the President of the University on September 09, 2015. Primarily, the mandate of the Board is to recommend / review courses of study and curricula in the respective stream to the academic council of the University. The Board may also suggest measures to improve curricula and examination system in the University. Besides this, it may also help the University in other processes of academics and in preparing panel of examiners, guest faculties and paper setters etc.

## **2. Updates on the Academics, Research Projects and MDPs.**

The Chairman of the Board apprised the members that the first academic session under the newly incorporated University started in the current academic year 2014-15. The following schools/ Institutes are functional in the University as on today:

- (I) The Institute of Health and Hospital Management (IHMR).
- (II) The School of Pharmaceutical Management (SPM).
- (III) The School of Rural Management (SRM).

The Chairman further informed that under each Institute /School the Boards of Studies have been constituted. The University focuses on three core activities- **academics, research and training** under the domain of the respective Institute/ School. The following programmes are being offered, as part of the academic activity, by the University in the current year:

- (A) MBA programme in Health and Hospital Management (IHRM)
- (B) MBA programme in Pharmaceutical Management (SPM)
- (C) MBA programme in Rural Management (SRM)
- (D) MPH programme in collaboration with the Johns Hopkins University, (IHMR)
- (E) Ph. D. programme (Under all Schools/Institute)

## **Research Work**

Dr. Kaushik, the Chairman also shared with the members that research is one of the vital activity of the University and the University earnestly endeavours to integrate research with teaching. The research work pursued so far is largely related to health and healthcare systems. It undertakes various research projects from national and international organizations. It was also apprised in the meeting that an in- house grant worth Rs. 20.00 lakhs was sanctioned for carrying out research in the preferred area of the faculty member. The list of ongoing Research Projects being done by the University was also shared with the members of the Board. The Board members expressed their satisfaction on the research work and the outreach of the activity.

## **Training**

The members of the Board were informed that as a core mission, the University is keenly engaged in the work of human resource development and capacity building in health systems, hospital management and other related areas. The details of MDPs being conducted in this year were also shared with the members of the Board. The Members of the Board were appreciative of the work done under this core activity.

### **1. Review of the existing programmes and their curricula.**

The matter of review of the existing curricula of the MBA in Health and Hospital Course, being currently offered under IHMR was discussed in the meeting. After detailed deliberations on this agenda item, the Board members observed that:

- (i) The existing curricula require to be revisited by group of subject experts and the faculty especially with reference to credit and time allocation to the modules. It was also opined in the meeting that the opinion of the teaching faculty be sought on allocation of credits and time to the modules,

- (ii) The quality of the existing course material given to the students requires to be improved and it should also contain the source of the material,
- (iii) And such material should be got prepared in course writing workshops by a group of experts with the help of the respective faculty members.

## **2. Recommendation on New courses under the Institute**

The Chairman apprised in the meeting that during interaction with various stakeholders, it came as a common feeling that the health sector requires professionals fully equipped with latest knowledge and skills to manage the disciplines involving, *inter alia*, human resource; health economics, insurance and finance; procurement and supply of the requisite material and equipments. On popular demand and consistent suggestions of the stakeholder the University have short listed the following courses:

- (i) MBA in Health Economics, Finance and Insurance. (30 seats)
- (ii) MBA in Procurement and Supply Chain Management in Health and Hospitals. (30 seats)
- (iii) MBA in Human Resource Management in Health and Hospitals. (30 seats)

The Board considered the new programmes and was of the unanimous opinion that these programmes are of great value for the healthcare sector; will cater to its instant need and have high feasibility and employability. The members of the Board were in complete accord as far as the nomenclature of the courses was concerned. They also opined that all the new courses are very promising therefore these courses may have initially low enrolment but with passage of time the courses will have attract good number of students and create high demand.. Therefore the courses may be started even with 5 students initially.

### 3. Consideration of the curricula of the new programmes prepared by the faculty.

The members of the Board appreciated the earnest efforts put in by the faculty members for preparing the curriculum comprehensively. They placed on record their appreciation for the minute detailing of the courses. The curricula of the new courses were reviewed individually by the Board as under:

- (i) Dr. Monika Choudhary, Associate Professor of the University gave a vivid presentation on the proposed curriculum of the Health economics, finance and Insurance programme. Prof. Dhirendra Kumar observed that we shall have to position our programme in such a manner that becomes distinct for better marketing. Dr. Ashok agarwal and Dr. A K Khokar were of the consistent view that this programme has been designed perfectly to address the market needs. They termed the programme to be quite peculiar. Prof Barun kanjilal was of the opinion that this course introduces three generic disciplines- Economics, Finance and Insurance but does not provide specialization in any one. In this situation we may think of electives on these disciplines in the second year of the programme. Prof. Agarwal also endorsed the cafeteria approach of having basket of electives. The Board in one accord recommended the curriculum of the programme **(available at annexure 1, pages 9-40)** with following observations:

- (a) In the second year of the Course we may have electives providing choice to the students to have specialization on one of the areas of study- economics, finance and insurance.
- (b) We may have a group of experts along with in-house faculty to vet the credits and contents of every module as per international standards after a brain storming session.
- (c) The curriculum of other universities/ institutes may also be referred.

(d) The scheme of the programme may also combine suggested readings on the modules and other important web links

ii. Dr. Nirmal Gurbani, Professor in Pharmaceutical Management gave an eloquent presentation on the curriculum of the Procurement and Supply Chain Management Course. He also explained that the curriculum has been prepared after incorporating inputs of eminent persons working in this particular segment. Dr. Ashok Agarwal and Dr. A K khokhar were of the explicit opinion that the scheme of the course should contain focus on procurement and maintenance of equipments and vendor ratings. They also observed that this course involves all the processes involving from creation of demand to final disposal of the material, drugs and equipments. The Board members recommended the curriculum of the course( **available at annexure 2, pages 41-63**) with following observations:

(a) Procurement and maintenance of equipments, vendor ratings etc may be incorporated in the course curriculum.

(b) An in- house committee along with some experts may closely vet the curriculum in respect of credits and contents of the modules.

(c) Suggested readings and sources of web links on the modules may also form part of the curriculum.

iii. Dr. Tanjul Saxena, Associate Professor of the University explained in a lucid manner about the objectives and contents of the new course on Human Resource Management in Health and Hospitals. While considering the scheme of the course, Dr. A K Agarwal observed that the scheme of the course should contain adequate credits on soft skills and personal branding. Dr. Dharendra Kumar also opined that the curriculum may also have appropriate mention of performance appraisal and emergency/ conflict management. The Members of the Board recommended the curriculum of the programme (**available at annexure-3, pages 64-87**) with following observations:

- (a) The course contents may also include details on soft skills, performance appraisal and emergency/ conflict management.
- (b) Before giving final shape to the curriculum the module wise details may be reviewed by a group of experts and respective teachers.
- (c) The curriculum may also include suggested readings and web links related thereto.

The Board authorized the Chairman of the committee to get the curriculum finalized based on the observations of the Board under his close supervision. The proposed curricula may be further submitted to the Academic council for competent approvals.

#### **4. Preparation of panel of examiners, Paper setters and visiting faculty**

The issue of preparing panel of eminent persons to work in different capacities of the academic processes of the IHMR was discussed threadbare. The Chairman informed the Board that the panel has been prepared by the academic cell on the basis of last three years visits of the guest faculties made for teaching the modules or in MDPs. The Board uniformly observed that such panels should be prepared keeping in view of the contents of the curriculum and should be periodically updated with complete Curriculum vitae of such illustrious person. The panel prepared by the academic cell was approved by the Board. The Board authorized the Chairman to update the panel of illustrious academicians and professionals who can enrich our faculty, students and MDPs by their partnership.

#### **5. Any other issue with the permission of the Chair**

##### **(a) Regulation on examinations.**

The Board considered the examination regulations modified by the university. The members of the Board suggested that the UGC guidelines and the provisions of the IIHMR University Act, 2014 may be adhered in letter and spirit before finalizing the regulations. The Board recommended the regulations with the following observations:

- i. There should be explicit provision of moderation in paper setting and evaluation.
- ii. The examination policy may be modified and updated from time to time.

**(b) Policy of the University on fee waiver, award of scholarships and fellowships and institution of medals and prizes.**

The Board considered the document on fee waiver, scholarships etc. the Board observed that concrete initiatives be taken to create more fellowships / scholarships and to institute more medals and prizes with the help of distinguished persons from industry, academia, research / nonprofit organizations and alumni. The Board recommended the document subject to the financial provisions made by the University under this activity.

**(c) Faculty Development**

The Board also deliberated on the activities of faculty development. The Board members were of the view that:

- (a) A three day seminar on "Teaching Technologies" be organized wherein all the faculty members can participate and renowned professionals on this subject may be called for interactive lectures and presentations.
- (b) A seminar may also be held on "Research Project and Report writing" for the faculty members wherein the issues of common deficiencies of the project proposals be shared and participants be enriched with the skill of writing zero error proposals.
- (c) A similar seminar / conference may be organized on "marketing and conducting of the MDPs " with the Faculty members.

The meeting ended with thanks to the Chair.



## **Curriculum**

### **MBA Health Economics, Finance and Insurance**

**(Recommended by Board of Studies, IHMR on February 07, 2015)**

## **Health Economics, Finance and Insurance (Two Years)**

### **Course Objective**

To develop professionals in the area of evaluation, research, policy making and implementation in the area of Health Economics, Finance and Insurance. This course will provide students with a solid foundation in the methods necessary to promote the efficient and equitable allocation of resources and development of strategies to promote public health and cost-effective health care and the role of health insurance in it.

### **Objectives of the Course**

Health economics is one of those rapidly growing fields that brings down business with health care together. A health economist has a unique passion for using their knowledge of economics by applying it to a variety of challenges in health and medicine. As the population continues to grow, the demand for quality and cost-effective health care similarly grows, leaving careers in health economics vital to sustaining our health care system.

- To get a knowledge of the distribution of resources and funds in the health care system.
- To analyse the questions of various alternatives available for health care and then decide about choosing the best alternative.
- To be able to evaluate health care policies and respond to numerous challenges in the health care field.
- To learn the skill of financial management in a healthcare organization.
- To make strategies to promote cost effective health care and understand the role of insurance in it.
- To get the knowledge of management of a health care organization.

## **Course Schedule in detail**

### **FIRST YEAR**

#### **Introductory Courses**

- **Written and Verbal Communication**
- **Human Process Lab**
- **Personal and Professional Excellence – Working on Emotional**

#### **Engineering**

- **Essentials of Computers (Elective)**

#### **Core Courses**

##### **Term 1 (21 credits)**

- **Health and Development**
- **Principles of Management**
- **Health Care Delivery System and Policy in India**
- **Essentials of Bio-Statistics**
- **Introduction to Epidemiology**
- **Essentials of Demography**
- **Human Resource Management**

##### **Term 2 (21 credits)**

- **Strategic Marketing Management**
- **Health Insurance and Managed Care**
- **Essentials of Health Economics**
- **Financial Accounting**
- **Financial Management**
- **Research Methods**
- **Essentials of Hospital Services**

#### **Summer Training**

Each student would work with an organization, on a project for a period of a minimum of 8 weeks at the end of first year. The objective is to allow students, intense day-to-day interaction with organizations. Summer Training would provide exposure to the student to working of an organization in the real life setting. It would also help students to develop managerial skills and competencies, and facilitates an informed career choice by the students.

## **SECOND YEAR**

In the second year, the students are required to take up specialized courses in Health Economics Finance and Insurance. The following specialized courses are offered in -

### **Term 3 (21 Credits)**

- **Revenue and Cost Management in Health Care**
- **Advanced Microeconomics for Health Sector Analysis**
- **Program Planning, Implementation, Monitoring and Evaluation**
- **Quantitative Techniques and Operations Research**
- **Economic Evaluation of Health Programs - I**
- **Managing Risk in Health Insurance**
- **Management of Third Party Administrators  
(Vendor Management & outsourcing)**

### **Term 4 (21 credits)**

- **Managing Claims Cost**
- **Macroeconomics for Health Policy**
- **Health Legislation and Legal Issues related to Insurance**
- **Logistics and Supply Chain Management**
- **Basic Econometrics**
- **Health Financing in Low and Middle Income Countries**
- **Economic Evaluation of Health Programs - II**

### **Dissertation (12 credits)**

The student will be required to complete a satisfactory thesis in his/her area of interest. The thesis will include a critical review of literature pertaining to the specific area of interest, data collection and analysis on the selected problem besides other components of the thesis. The thesis must be completed in the second year.

# Course Offerings – Term I

## Health and Development

Credits: 3

Primary faculty: To be decided

### ***Course Description***

This course is about defining Health, Disease, Illness and Sickness, Health and its determinants, defining the developing world, Development with human face-Human Development Index country, understanding health Burden and Issues, Social Context of Health, the relationship of Nutrition and Health and the Consequences of development due to Communicable and Non-Communicable Disease.

### ***Course Learning Objectives:***

- Understand the basic concepts of health and health care system in developing countries with special focus on India.
- Define the relationships between health and socio-economic development in developing countries., current important issues in health and population in developing countries and the importance and implications of major health problems on socio-economic development of the developing countries.

### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIHMR University . Only students enrolled in that program will take this course.

### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## **Principles of Management**

Credits: 3

Primary faculty: To be decided

### ***Course Description***

This course will give an introduction to Management and Organization, Organization Culture and the Environment, Managing in Global Environment , Social Responsibility and Managerial Ethics, Strategic Management, Foundations of Planning, Planning Tools and Techniques, Techniques for Assessing the Environment and Allocating Resources, Forecasting, Benchmarking, Budgeting, Scheduling and Charting, Project Planning Process, Decision Making Process ,Organization Structure and Design, Departmentalization, Communication and Information Technology, Human Resource Management, Managing Change and Innovation and understanding the foundation of Control

### ***Course Learning Objectives:***

Understand the overall issues related basic management functions of planning, organizing, leading and controlling, evolution in management to present day practices, organizational culture and how culture influences organization performance, social responsibilities of business strategic management, planning tools, decision making process, organization communication, HR issue, behavior in an organization, motivation, learn operations and value chain management.

### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIMR University . Only students enrolled in that program will take this course.

### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## **Health Care Delivery System and Policy in India**

Credits: 3

Primary faculty: To be decided

### ***Course Description***

This course is about understanding the evolution of Health Care in India, Health Care Delivery System in India, Corporate Social Responsibility in Health Sector, and an Overview of National Health Programmes in India, Policy and Implementation Issues in various NHPs and a study of National Rural Health Mission in detail.

### ***Course Learning Objectives:***

The course is designed to help students understand the existing health care delivery system in India, Primary Health Care and National Health Policy. It also aims to enhance capabilities of students in Policy Analysis and to familiarize them with Process of Policy Formulation and its linkages with Programme Planning.

### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIMR University . Only students enrolled in that program will take this course.

### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## **Essentials of Bio-Statistics**

Credits: 3

Primary faculty: To be decided

### ***Course Description***

This course is about understanding the basic Concepts of Biostatistics, Common Measurements, Analyzing qualitative data, Sampling, testing hypothesis, statistical test of significance, Correlation, Regression, Data Management and Analysis and presentation of Data.

### ***Course Learning Objectives:***

Understand importance of statistics in health care and management, basic concepts and approaches, use various sources of data, define variables types of data, types of distribution of data, central tendency, procedure involved in calculation of sample size for survey, methods of data collection and analysis, calculate vital statistics, present data using tables, graphs, bar and line diagram, application in planning, implementation and monitoring of health services, maintain medical records and use ICD codes and compute rates, ratio and percentage

### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIMR University . Only students enrolled in that program will take this course.

### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## **Introduction to Epidemiology**

Credits: 3

Primary faculty: To be decided

### ***Course Description***

This course is about understanding the general Concepts of Epidemiology & Dynamics of Diseases, Measures of Disease Frequency, Descriptive Studies, Analytic Studies, Concepts of Measures of Association, Randomized Controlled Trials (RCT), Investigation of Epidemic / Outbreaks ,Public Health Surveillance and Screening

### ***Course Learning Objectives:***

Understand the basic concepts of Epidemiology and Epidemiological Approach, Role of Epidemiology in the Contextual Framework of Health Services (Population, Needs, Utilization and Health Status), Epidemiologic Measures for Morbidity and Mortality– Incidence Rate, Prevalence Rate, DALY, Epidemiologic Study Designs (Descriptive, Analytic and RCT), Assess Health Status of the Population and Needs, Plan and Conduct Investigations of Outbreaks and Containment Measures, Components of Disease Surveillance, Screening for Diseases and Risk Factors

### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIMR University . Only students enrolled in that program will take this course.

### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## **Essentials of Demography**

Credits: 3

Primary faculty: To be decided

### ***Course Description***

This course is about getting an understanding of the relationship between Population and Development Definition and Concept in Demography, Sources of Data, Vital Registration System, Civil Registration System and DLHS and Service Statistics etc., Population Characteristics, Quality of Data and Appraisal, Population Dependency and its Consequences and Implications, Nuptiality, Fertility and Contraception, Measures of Mortality – Importance, Level and Differentials, Concept of Life Table and Migration and Urbanization – Concepts, Factors and Issues

### ***Course Learning Objectives:***

Understand basic concepts of population dynamics and demography, population structure, pyramids and characteristics, factor that determine and influence population change, migration patterns and its effect on population change and health needs, calculations of important demographic measures, namely, crude birth rate, fertility, mortality rates, understand relationship of health needs and population change, application of demographic and population data in planning of health services, use demographic and population data in planning and management of family planning services, evaluation of health and family planning services.

### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIHMR University. Only students enrolled in that program will take this course.

### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

# **Human Resource Management**

Credits: 3

Primary faculty: To be decided

## ***Course Description***

This course is about getting an overview of Human Resource Management, HR Job Analysis, Recruitment and Selection, Compensation System, Performance and Potential Management, Career Management System, Training and Development, Industrial Relation and Peace, Statutory Compliance Internal Mobility and New Trends and Concepts in HR.

## ***Course Learning Objectives:***

Understand Organizational context of Human Resource Activities, Process of the Demand and Supply Side Analysis for Human Resource Planning, Processes of Job Analysis including Job Description, Specification and Evaluation, Recruitment and Selection as a Systematic Approach to acquisition, Use and Deployment of People in the Organization, Contract between the Employer and the Employee, Ways to Attract and Retain and Reward Employees in the Organization, Elements of Compensation Management, Procedures for Handling Disciplinary Proceedings, Training System, Motivating Performance and Potential Appraisal System, Process of Career Development and Career Planning, Employee-management Relations, Employment related statutes.

## ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIHMR University . Only students enrolled in that program will take this course.

## ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## Course Offerings – Term II

### **Strategic Marketing Management**

Credits: 3

Primary faculty: To be decided

#### ***Course Description***

This course is about getting an overview of Marketing Management, Marketing Plan, Marketing Research, Analyzing Consumer and Business Markets, Target Market Segmentation and Positioning, New Product Development and Adoption of Innovation, Dealing with Competition, Product Life Cycle, Concept of a Brand, Pricing, Managing Channels and Logistics, Promotion and Advertising, Global Marketing, rural Marketing and marketing of insurance products.

#### ***Course Learning Objectives:***

Understand approaches to Marketing Management, Marketing Plan, Marketing Research, Nuances of Consumer Behavior, Difference between Consumer Markets from Business Markets, Target Markets, Market Segmentation and Positioning, Competition and Competitive Strategies adopted by different players, Process of New Product Development, 4Ps of Marketing: Product, Price, Place and Promotion, Concept of Branding, Difference between Rural and Global Markets, Making a strategic plan for marketing, Marketing of insurance products.

#### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIHMR University . Only students enrolled in that program will take this course.

#### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

# **Health Insurance and Managed Care**

## ***Course Description***

This course is about understanding the theory and Principles of Health Insurance, Types, Terminologies in Health Insurance, Insurance Market, Health Insurance scenario in India, International Perspective of Health Insurance, Insurance Regulatory and Development Authority 1999, Underwriting in Health Insurance – Type, Process and Clauses, Risk Assessment in Health Insurance – Methods of Risk Classification, Actuarial Science in Health Insurance, IRDA Mandated Role for the Appointed Actuary, Challenges of an Actuary, Reinsurance and Claims Management

## ***Course Learning Objectives:***

Define health insurance, Identify different types of health insurance, Health insurance international perspective, Underwriting and Actuarial Science, Should be clear about the following terms, Risk pooling/sharing/Equity/Adverse selection, Moral Hazard/ Indemnity/Third party payment/ Reinsurance

## ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIHMR University . Only students enrolled in that program will take this course.

## ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## **Essentials of Health Economics**

### ***Course Description***

This course is about understanding the general Concepts of Economics, Demand, Supply and Market, Demand and Supply Curves, Equilibrium, Free v/s Chained Market, Concepts of Elasticity Health Care Market Externalities, Public Goods, Asymmetric Information, Demand for Health Services, Insurance and Demand for Medical Care, Economic Analysis of Production and Cost Production Function, Substitutability of Inputs, Production in Health Care Market of Health Care, Cost Function and Cost and Efficiency.

### ***Course Learning Objectives:***

Understand basic notions of economics and of public finance, relationships between health and economic development in developing countries, the methodologies of both cost and demand analysis, and how to make use of such analysis in policy planning and evaluation, analysis of the cost and cost behavior in hospital environment, economic basis for cost-benefit and cost-effectiveness.

### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIHMR University . Only students enrolled in that program will take this course.

### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## **Financial Accounting**

### ***Course Description***

This course is designed to introduce students to the principles, concepts, and applications of financial accounting for a for profit and not for profit organisation. The course will take a student through the basic principles of accounting, preparing a trial balance, Trading account and final accounts.

### ***Course Learning Objectives:***

1. Understand the Accounting Framework
2. Understand the Accounting Process
3. Understand the process of Finalization
4. Understand Depreciation Accounting

### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIMR University . Only students enrolled in that program will take this course.

### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## **Financial Management**

### ***Course Description***

The course aims to develop an understanding of basic principles of Financial Management in an organisation. It aims to develop an understanding of Financial Management challenges in an organization. It will take the student through an overview of financial system, time value of money, capital budgeting, leasing hire purchase and project finance and working capital management.

### ***Course Learning Objectives:***

- Understand the basic principles of Financial Management
- Acquire relevant skills to do financial decision making

### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIMR University . Only students enrolled in that program will take this course.

### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## **Research Methods**

### ***Course Description***

This course is about research and its relevance in Health Systems, Identification of Research Problem and Formulation, Formulation of Research Questions, Relevance and Framing of Hypothesis, Procedure for Testing Hypothesis: Parametric and Non-Parametric Tests, Framing of Objectives, understanding Research Design, Levels of Measurement, Probability Sampling, Non-Probability Sample, Ethics in Research Plan for Data Collection Univariate Analysis, Bivariate Analysis, Report Writing and Dissemination of Research Findings

### ***Course Learning Objectives:***

Understand research and its relevance in the health systems, identify and formulate the research problem, formulation of a research problem, question hierarchy, essential characteristics of research problem, related literature references and referencing systems, objectives, variables and hypotheses, objectives of research, identification and types of variables, hypotheses, concept and types, types of research designs, design the tools for data collection, basics of data management, steps involved in management of information, develop research proposal / dissertation synopsis, basics of data analysis and its interpretation, components of research report and dissemination of research findings

### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIHMR University . Only students enrolled in that program will take this course.

### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## **Essentials of Hospital Services**

### ***Course Description***

This course is about understanding various Types of Hospitals, Various Classification, Ownership of the Hospital, Other Healthcare Delivery Areas like Clinics, Daycare Centers, Blood Bank, Diagnostic Centers, Rehabilitation Centers, Services provided by Hospital, Service Mix, Briefing about all Departments like OPD, IPD, ICU, OT, Nursing, Pharmacy, Lab, Imaging, ER, Labour Room, Finance, HR, Marketing and PR, Housekeeping, Laundry, Linen, CSSD, Security, Biomedical, Engineering etc, Functional Aspects, Committees, Quality and Accreditation System, Computerization and MIS in Hospitals, MRD, Technological Advancements, Stakeholders, Legal Aspects, Major Challenges, Performance Indicators and Pharmaceutical Sector and Medical and Paramedical Education

### ***Course Learning Objectives:***

At the end of this course student should have preliminary knowledge about hospital, various types, services offered by hospital, hospital service delivery mechanism, functioning of the hospital, various departments and their classification. It will make them ready to add to their basic knowledge of hospital during summer placement and help the students in choosing the stream for the second year.

### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIHMR University . Only students enrolled in that program will take this course.

### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## **Course Offerings – Term III**

### **Revenue and Cost Management in Health Care**

#### ***Course Description***

The course aims to develop an understanding of principles of costing and budgeting and its relevance in Financial Management in an organisation. The course will take a student through basic preparation of budget and budgetary analysis, revenue management, principles of pricing, cost terms and concepts, methods of costing, cost volume profit analysis, characteristic of cost for decision making and an overview of standard costing.

#### ***Course Learning Objectives:***

- Understand the basic principles of Cost Accounting
- Acquire relevant skills to do prepare cost-sheets and budgets

#### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIMR University . Only students enrolled in that program will take this course.

#### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## **Advanced Microeconomics for Health Sector Analysis**

### ***Course Description***

This course is designed to introduce the student to the economics of health and health services. Health economics is a branch of economics concerned with issues related to the efficiency, effectiveness, value, and behavior in the production and consumption of health and health care. In broad terms, health economists study the functioning of the health care systems as well as health-affecting behavior.

### ***Course Learning Objectives:***

The student learns how to

- Apply economic reasoning to the decisions of both consumers and producers and examines the consequences of those decisions in the health sector of a market economy.
- To understand the rationale of economic decision makings by the individual and the firm, and to understand how the market operates.
- To understand Complex economic relations within the health sector synthesized into simple and manageable economic models.
- Be familiar with the basic tools of microeconomic analysis (e.g., supply and demand), and have an understanding of their usefulness and limitations
- To get an experience of applying these tools to issues in health and health care.

### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIHMR University . Only students enrolled in that program will take this course.

### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## **Program Planning, Implementation, Monitoring and Evaluation**

### ***Course Description***

This course is about introduction to Planning Cycle and Project Management, Type of Health Planning: Health System Planning, Health Goal Planning, Health Service Planning, Population Health Planning, Developing Program / Project Implementation Plan (PIP) Log Farm Techniques and Analysis Phase, Vertical Logic: Setting-up Goal, Objective / Outcome, Outputs and Activities, Horizontal Logic: Objectively Verifiably Indicators, Means of Verification, Assumption, Developing Work Plan: Activity Plan, Activity Task, Inputs, Means (Manpower / Supplies / Funds), Time Line: Gantt Chart, PERT Implementation, Part of Operations Management, Monitoring: Part of MIS, Setting-up Monitoring System, Con-current Monitoring and Evaluation

### ***Course Learning Objectives:***

Develop competency in preparing a district program implementation plan using log frame approach, develop clear understanding of steps of developing an activity plan with time line and resource allocation would know different techniques involved in monitoring and evaluation.

### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIMR University . Only students enrolled in that program will take this course.

### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## **Quantitative Techniques and Operations Research**

### ***Course Description***

This course will enable students in applying advanced quantitative methods to help make better decisions. Students will learn how to apply existing quantitative techniques and models to complex real-world management, logistic and transport problems in the healthcare sector. In addition, students will learn how to develop and apply new models for new problems.

### ***Course Learning Objectives:***

After successful completion of the module, students should be able to -

- Gain, analyse and classify empirical data using appropriate methods
- Apply descriptive statistics to analyse datasets
- Recognize different types of probability distribution functions (discrete as well as continuous) and use them in the analysis of given Management problems and examples
- Explain the meaning and understand the importance of Operational Research (OR)
- Explain the meaning of "models" in the OR context
- Build an appropriate quantitative - linear or mixed-integer - model for a given planning situation
- Find a solution to such a planning situation by applying linear or integer programming methods and to interpret the resulting solution
- Solve transportation and distribution problems as well as selected network optimisation problems by appropriate quantitative methods

### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIMR University . Only students enrolled in that program will take this course.

### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

*Minutes of the first meeting of the BOS of the IHMR*

## **Economic Evaluation of Health Programs - I**

### ***Course Description***

This course will cover the basic need for economic evaluation, types of economic evaluation, perspectives of an economic analysis, economic evaluation as a craft rather than an exact science,

Cost-effectiveness analysis Cost-utility analysis and Cost-benefit analysis

Course Learning Objectives: This course aims to enable students to

1. Understand the strengths, limitations and implications of published economic evaluations of health programs
2. Design, conduct and write up a competent, publishable economic evaluation.

### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIMR University . Only students enrolled in that program will take this course.

### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## **Managing Risk in Health Insurance**

### ***Course Description***

This course provides a sound understanding of the basic principles of risk and insurance, and the Techniques of managing financial crime risk in Health Insurance.

### ***Course Learning Objectives:***

This course will enable a student in Understanding and Quantifying Risk, Financial Consequences of Risk Risk Management Benefit,s Risk Control Techniques, Application of Risk Control Techniques, Selecting Appropriate Risk Financing Measures and managing financial crime risk in health insurance.

### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IHMR University . Only students enrolled in that program will take this course.

### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## **Management of Third Party Administrators (Vendor Management & outsourcing)**

### ***Course Description***

The course aims at providing students knowledge about the effect of TPAs on all the three stakeholders, health care providers, insurance companies and policyholders, impact of TPAs on hospital administration and cost, training and commitment of TPAs, consumer education by TPAs, coverage and exclusion in policy and settlement of claims by TPAs.

### ***Course Learning Objectives:***

The course will enable a student to –

- Understand the perception of healthcare institutions about the performance of TPA system.
- Understand the intricacies of providing information about TPAs to policy holders.
- Examine issues and challenges faced by healthcare industry with respect to TPAs

### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIMR University . Only students enrolled in that program will take this course.

### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## **Course Offerings – Term IV**

### **Managing Claims Cost**

#### ***Course Description***

This course will enable a student in Identifying the goals of the claim function; the users of claim information, and the parties with whom claim personnel interact.

#### ***Course Learning Objectives:***

The student would be able to get an overview of the Claim Function, Claim Department Structure, Personnel, and Performance , Measures Used to Ensure Regulatory Compliance, Activities in the Claim Handling Process and the Framework for Coverage Analysis and the Claim Handling Process.

#### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIMR University . Only students enrolled in that program will take this course.

#### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## **Macroeconomics for Health Policy**

### ***Course Description***

The course provides a comprehensive survey of modern macroeconomics. It covers the determination of output and the price level, labor markets and unemployment, savings and investment, financial markets, monetary economics, the public sector, macroeconomic policy, and international economics. More generally, students will learn to extend simple supply-and-demand models to understand the history of the world, current global trends, Healthcare sector and popular economic fallacies.

### ***Course Learning Objectives:***

- To understand the impact of health investments on poverty reduction and economic growth.
- To understand Global Public Goods for Health and to examine multicountry policies, programmes and initiatives having a positive impact on health that extends beyond the borders of any specific country.
- To understand mobilisation of domestic resources for Health, to assess the economic consequences of alternative approaches to resource mobilisation for health systems and interventions from domestic resources.
- To examine trade in health services, commodities and insurance; patents and trade-related intellectual property rights; international movements of risk factors; migration of health workers; health finance policies; other ways that trade may be affecting the health sector.
- To understand the methods of improving Health Outcomes of the Poor addressed the technical options,
- Constraints and costs for mounting a major global effort to improve the health of the poor.
- To understand the health implications of development assistance policies.

### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIMR University . Only students enrolled in that program will take this course.

### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## **Health Legislation and Legal Issues related to Insurance**

### ***Course Description***

To understand Substantiate Laws – Indian Penal Code, Medical Negligence, Medical Council Act, Medical Degrees Act, Consumer Protection Act, MTP Act, Transplantation of Human Organs Act, Epidemic Diseases Act, Biomedical Waste Management Rules, Welfare Laws – Drug and Cosmetic Act, Drug and Magic Remedies Act, Atomic Energy Act, Dangerous Machines Act, Insecticides Act, Administrative Laws – PF Act, Minimum Wages Act, Medical Ethics, The Contract Labour (Regulation and Abolition) Act 1970, Equal Remuneration Act 1976, IRDA and laws related to Health Insurance

### ***Course Learning Objectives:***

To understand laws that regulate the conduct of health care providers, welfare laws related to medical practice and administrative laws relevant for running a health care facility.

To understand IRDA and laws related to Health Insurance

### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIHMR University. Only students enrolled in that program will take this course.

### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

# **Logistics and Supply Chain Management**

## ***Course Description***

To understand the concepts of Inventory, Logistic and Supply Management, Role and Importance of Inventory, Logistics and Supply Management in Health Care, Distribution and Transportation of Medicines, Distribution Indenting, Supply, Transportation Equipment Management, Planning for Equipment Need Assessment Procurement Inspection, Inventory and Documentation Equipment Audit Maintenance and Repairs – Preventive Maintenance, Periodic Calibration, Equipment Service History, Maintenance Training, Operational Training and Essential Drug List and Generic Drugs Rational Use of Drugs, Current practices of prescribing, Transport Planning Procurement and Maintenance and Repair, Log Book Approaches, Methods of Quality Improvement in Stores

## ***Course Learning Objectives:***

Describe role and importance of inventory, logistics and supply management in health care and understand important issues related to logistics and supply of medicines and equipments, describe inventory management cycle and procurement process, approaches for maintenance and repair of equipment, undertake ABC / VED analysis equipment audit in terms of use and performance, explain rational use of drugs prescription audit

## ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIHMR University . Only students enrolled in that program will take this course.

## ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## **Basic Econometrics**

### ***Course Description***

This course is designed to provide a student with a simple and straightforward introduction to econometrics. Econometrics is an application of statistical procedures to the testing of hypotheses about economic relationships and to the estimation of parameters.

### ***Course Learning Objectives:***

Upon completion of the course, the student should:

- Understand the nature and scope of economics as a social science.
- Use statistical analysis, including the classical regression model, to estimate relevant economic parameters, predict economic outcomes, and test economic hypotheses using quantitative data.
- Understand the basic assumptions of the classical linear regression model, and identify and correct (if possible) any violations of these assumptions, such as autocorrelation and heteroscedasticity.
- Develop and maintain a working knowledge of econometrics that will provide a basic foundation for future study in econometrics and statistical techniques.

### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIMR University . Only students enrolled in that program will take this course.

### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## **Health Financing in Low and Middle Income Countries**

### ***Course Description***

Introduces students to concepts and methods in health financing targeting low and middle income countries. Examines four themes of financing: pooling, purchasing and provision of healthcare and surveys health financing practices across countries with different political and economic contexts. Enables students to use household survey data to estimate essential health financing metrics such as out-of-pocket payments, headcount ratio, poverty gap, and catastrophic health expenditures. Prepare students with health financing toolsets for a career in international health.

### ***Course Learning Objectives:***

Explain basic health financing concepts and how they are applied in low and middle income country settings. Assess the strengths and weaknesses of different healthcare financing functions: financing, pooling, purchasing and provision mechanisms. Analyze household survey data to measure out-of-pocket payments, headcount ratio, poverty gap, and catastrophic health expenditures. Describe and evaluate the health financing systems of select low or middle income countries

### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIHMR University . Only students enrolled in that program will take this course.

### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70%)

## **Economic Evaluation of Health Programs - II**

### ***Course Description***

The course will start with a discussion about welfare economics and economic evaluation. The arguments for adopting a welfares versus an extra-welfares approach as well as questions about how to convert individual utilities into monetary values will be covered. With this basis several issues concerning costing of health resources will be studied like how to value patient time and time of informal care givers, if unrelated medical and non-medical costs should be included, and how to value productivity costs. Modeling in economic evaluation and how to handle uncertainty will be covered.

### ***Course Learning Objectives:***

After completion of the course the student should be able to:

1. explain which different ethical approaches there are to economic evaluation of health and health care and motivate the choice of these approaches.
2. explain and discuss different ways of treating costs for health and health care in economic evaluations.
3. explain how one can model the course of a disease in a population and discuss how this can be used in economic evaluations.
4. explain and discuss how uncertainty is being considered in economic evaluations.
5. review economic evaluations that have been done in health care with respect to the main questions that have been focused in the course.

### ***Intended Audience***

This course is part of the curriculum of the MBA program in Health Economics, Finance and Insurance to be offered by IIMR University . Only students enrolled in that program will take this course.

### ***Methods of Assessment***

Mid-term (30%) and Final examinations (70)



## **Curriculum**

### **MBA Procurement and Supply Chain Management in Health and Hospitals**

**(Recommended by Board of Studies, IHMR on February 07, 2015)**

## **Procurement & Supply Chain Management in Health (Two Years)**

The MBA Procurement and Supply Chain Management in Health is a two-year full-time program and is designed to enrich the students with knowledge of current management tools and concepts in order to develop essential competencies. The innovative and integrated curriculum aims at developing outstanding professionals for government and non-government organizations, public and private healthcare organizations.

### **Objectives**

The specific objectives of the program are to enable students undergoing MBA in Procurement and Supply Chain Management in Health to understand, comprehend concepts, principles and develop managerial capacities on:

- Scope, importance and issues pertaining to Procurement and Supply Chain Management in Health
- Policy and Economic Issues including legal framework, financing and sustainability in Procurement and Supply Chain Management in Health
- Appropriate selection, procurement, distribution and use of health products
- Managing National and International projects/programmes related to PSM of health products supported by Government of India, State Governments and international donors/ agencies like World Bank, GFATM, USAID, UNICEF, UNDP, UNFPA, DFID, BMGF etc.

### **Duration of the Program**

The duration of the program is two years. The program is on campus.

### **Eligibility criteria**

- Recognized Bachelor's Degree of minimum 3 Years duration or Masters degree with at least 50% marks in aggregate in any discipline (Pharmacy/Medicine/Science//Dentistry/Nursing Biotechnology/allied disciplines)
- MAT/CAT/CMAT/ATMA/XAT/GPAT score.

*Minutes of the first meeting of the BOS of the IHMR*

- Working professionals with relevant experience are encouraged to apply. Candidates having 03 years working experience may be exempted from MAT/CAT/CMAT/ATMA/XAT/GPAT score
- Candidates appearing at the final year examination of the Bachelor's Degree or waiting for the results of the final year degree examinations in 2015 may also apply. Such candidates, if selected, will be given provisional admission. They will be required to produce evidence of their graduation within two months of the start of the session.

## **Structure of the Program**

### **First Year**

1. Health Care Policies & Development
2. Principles of Management
3. Organizational Behaviour
4. Essentials of Biostatistics
5. Essentials of Epidemiology
6. Human Resource Management
7. Communication & Planning Management
8. Managerial & Health Economics
9. Financial Management & Accounting
10. Research Methodology
11. Marketing Management
12. Operation Research
13. Basic Supply Chain Management

### **Second Year**

1. Key Health Products in Supply Chain Management
2. Policy and Legal Framework
3. Laws related to Health Products and Supply Chain Management
4. Financing and Sustainability
5. Pharmacoeconomics & Outcome Research
6. Managing Procurement

7. Health Product selection for Supply Chain Management
8. Storage & Distribution
9. Rational & appropriate use of Pharmaceuticals & Health Products
10. Planning & Administration
11. Organization & Management
12. Logistics Management Information System
13. Overview of procurement Policies & Procedures of International Organizations

## **Detailed Structure of the Program**

### **First Year**

#### **I. HEALTH CARE POLICIES & DEVELOPMENT**

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

#### **Learning Objective:**

The module is designed to help students understand the existing health care delivery system in India, Primary Health Care and National Health Policy. It also aims to enhance capabilities of students in Policy Analysis and to familiarize them with Process of Policy Formulation and its linkages with Programme Planning.

#### **Contents:**

- Define Health, Disease, Illness and Sickness, Health and its determinants
- Development and Health
- Health Burden and Issues
- Social Context of Health
- Nutrition and Health
- Evolution of Health Care in India – Health Planning in India, History of Public Health in India, Important Committees and their recommendations, Primary Health Care Concept, Elements, Role of Private for Profit Sector, Public Private Partnership in Health Sector, Principles of Primary Health Care in India

- Health Care Delivery System in India
- Corporate Social Responsibility in Health Sector

**Methods of Assessment:** Mid-term 30%, final term exam 70%

## II. PRINCIPLES OF MANAGEMENT

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

### **Learning Objective:**

Upon completion of the course, students are expected to be able to: Understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management; practice application of managerial process; Be familiar with interactions between the environment, technology, human resources, and organizations in order to achieve high performance; Be aware of the ethical dilemmas faced by managers and the social responsibilities of businesses.

### **Contents:**

- Historical Development
  - Planning - Nature & Purpose, Steps involved in Planning, Objectives, Setting Objectives, Process of Managing by Objectives, Strategies, Policies & Planning Premises, Forecasting, Decision-making
  - Organizing - Nature and Purpose, Formal and informal organization, Organization Chart, Structure and Process, Departmentation by difference strategies, Line and Staff authority, Benefits and Limitations, Decentralization and Delegation of Authority, Staffing, Selection Process, Job Enrichment
  - Directing – Scope, Human Factors, Creativity and Innovation, Harmonizing Objectives
  - Leadership – Types of Leadership
  - Motivation – Hierarchy of needs, Motivation theories, Motivational Techniques

- Communication – Process of Communication, Barriers and Breakdown, Effective Communication
- Controlling – System and process of Controlling, Requirements for effective control, The Budget as Control Technique, Information Technology in Controlling, Control of Overall Performance, Direct and Preventive Control, Reporting
- The Global Environment – Globalization and Liberalization, International Management, Recent management concepts

**Methods of Assessment:** Mid-term 30%, final term exam 70%

### III. ORGANIZATIONAL BEHAVIOUR

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

#### **Learning Objective:**

The course aims at helping ‘would be Pharmaceutical Managers” to understand why individuals and groups behave the way they do in organization (with a particular emphasis on the Pharma organizations), and describe processes. This course will try to improve one’s understanding of human behavior in organizations and one’s ability to lead people to achieve organizational performance effectively. The emphasis will be on helping them to analyze their own behavior, develop the skills of managing self and others in an organizational context. Applications for performance improvement, organizational change, and development are stressed. By the end of the course, students will be able to: Explain the factors influencing individual and group behavior in an organization; Analyze personality differences and their implications; Develop the skills of motivating self and others; Analyze sources of leaders' influence and the ways to become an effective leader; Develop personal and leadership effectiveness through stress-management practices; and Discuss organizational design.

#### **Contents:**

- An introduction, Understanding Organization as a Social System
- Organizational Behaviour

- Personality
- Role and Role Efficacy
- Work Motivation
- Leadership
- Conflict Management and Developing Collaboration
- Learning Organization
- Organizational Change and Development

**Methods of Assessment:** Mid-term 30%, final term exam 70%

#### **IV. ESSENTIALS OF BIOSTATISTICS**

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

##### **Learning Objective:**

Statistics includes the collecting, organizing, and analyzing of data for describing situations and often for the purposes of decision-making. Usually the data collected are quantitative, or numerical, but information can also be categorical or qualitative. However, any qualitative data can subsequently be made quantitative by using a numerically scaled questionnaire where subjective responses correspond to an established number scale. Statistical analysis is fundamental in the business environment as logical decisions are based on quantitative data.

##### **Contents:**

- Statistics: An Overview
- Data Classification
- Tabulation and Presentation
- Measures of Central Tendency
- Measures of Dispersion
- Fundamentals of Probability - Probability Distributions
- Hypothesis Testing
- Chi-Square Test

- Analysis of Variance
- Correlation Analysis
- Regression Analysis

**Methods of Assessment:** Mid-term 30%, final term exam 70%

## **V. ESSENTIAL OF EPIDEMIOLOGY**

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

### **Learning Objective:**

The objective of this course is to help the students understand the basic concepts of Epidemiology in relation to the drugs, their uses and adverse effects.

- To identify the etiology or cause of disease.
- To determine the extent of disease.
- To study the progression of disease.
- To evaluate preventive and therapeutic measures for a disease or condition.
- To develop public health policy.

### **Contents:**

- Introduction, Epidemiological
- Measures of frequency and risk,
- Pharmacovigilance,
- Drug Safety & Drug utilization,
- Epidemiological measures & types,
- Pharmacoeconomics,
- Regulations and Guidelines,
- Quantitative methods & Health Analysis.

**Methods of Assessment:** Mid-term 30%, final term exam 70%

## **VI. HUMAN RESOURCE MANAGEMENT**

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

### **Learning Objective:**

Describe the organizational context in which human resource activities take place; Explain the processes of Job Analysis including Job description, Specification and Evaluation; Describe the recruitment and selection as a systematic approach to the acquisition, use and deployment of people in the organization; Describe various ways to attract and retain and reward employees in the organization; Understand and appreciate various elements of compensation management; Explain various issues of the training system; Describe the main features of a motivating performance and potential appraisal system; Describe the process of career development and career planning; Describe ways to improve employee-management relations in the organization.

### **Contents:**

- Introduction
- Human Resource Planning
- Recruitment and Selection
- Compensation Systems
- Performance and Potential Management System
- Career Management Systems
- Training and Development
- Industrial Relations and Peace
- Managing Employee Exits
- Statutory Compliance for HR Manager – ESI, Provident Fund, Profession Tax, Gratuity
- Internal Mobility – Promotions, Demotions, Transfers
- New Trends and Concepts in HRM

**Methods of Assessment:** Mid-term 30%, final term exam 70%

## **VII. COMMUNICATION & PLANNING MANAGEMENT**

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

### **Learning Objective:**

The course objective is to introduce students with an overview of concepts and theories in communication with a focus on health communication. The course will provide the approaches, conceptual tools in planning and management of communication processes in hospitals, pharmaceuticals and outreach programmes in health services and to develop skills for effective communication with clients and other stakeholders.

### **Contents:**

- Communication
- Business communication
- Formative Assessment
- Formative Assessment
- Formative Assessment
- Summative Assessment

**Methods of Assessment:** Mid-term 30%, final term exam 70%

## **VIII. MANAGERIAL & HEALTH ECONOMICS**

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

### **Learning Objective:**

Managerial Economics is concerned with decision making at the managerial level. The module presents the alternative theories of firm behavior, decision making problems and different approaches to arrive at the most appropriate answers to such problems. This is accomplished through a brief and logical discussions of the various relevant concepts and techniques and through hypothetical examples, to illustrate the decision making process

**Contents:**

- Introduction to Managerial Economics, Principles of Managerial Economics
- Demand and Revenue Analysis, Demand Estimation, Analysis and Forecasting
- Market Equilibrium Analysis – Interaction of Demand and Supply
- Elasticity – Responsiveness of Demand & Supply to related economic variables
- Production Analysis and Inputs' Demand
- Cost and Supply Analysis
- Price and Output Determination
- Introduction to Pharmacoeconomics Price and Output Determination,

**Methods of Assessment:** Mid-term 30%, final term exam 70%

**IX. FINANCIAL MANAGEMENT & ACCOUNTING**

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

**Learning Objective:**

At the end of the course, the students should be able to: Understand the basic principles of Financial Management acquire relevant skills to do financial decision making

**Contents:**

- Financial Management
- Financial System
- Time Value of Money
- Risk and Return
- Capital Budgeting
- Leasing, Hire Purchase and Project Finance
- Working Capital Management
- Working Capital needs, Raising working Capital Finance

- Time Value of Money,
- Risk and Return,
- Capital Budgeting, Leasing, Hire Purchase and Project Finance, Working Capital Management

**Methods of Assessment:** Mid-term 30%, final term exam 70%

## **X. RESEARCH METHODOLOGY**

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

### **Learning Objective:**

The objective of this course is to help the students in understanding the basic principles of research and methods applied to draw inferences from the research findings. This course will cover an introduction to research, health systems research, defining a research problem, research design, research tools and techniques, basics of data management, data analysis and interpretation, report writing and dissemination of research findings. By the end of the course, the students will be able to: Explain research and its relevance in the Pharmaceutical Management; Identify and Formulate the Research Problem; Formulation of a Research Problem

### **Contents:**

- Introduction to Research and its relevance in Pharmaceutical Management
- Research Process
- Developing a project proposal / dissertation synopsis
- Research Design (Study types)
- Qualitative and quantitative research Approach
- Ethics in Research
- Plan for data collection / field planning
- Report Writing and dissemination of research findings, Layout of a Report

**Methods of Assessment:** Mid-term 30%, final term exam 70%

## **XI. MARKETING MANAGEMENT**

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

### **Learning Objective:**

On successful completion of the module students will be able to: State the role and functions of marketing within a range of organizations, Describe key marketing concepts, theories and techniques for analyzing a variety of marketing situations, Identify and demonstrate the dynamic nature of the environment in which marketing, Decisions are taken and appreciate the implications for marketing strategy determination and implementation, Use written formats to communicate marketing outcomes, Apply the introduced conceptual frameworks, theory and techniques to various marketing contexts, Analyze the relevance of marketing concepts and theories in evaluating the impacts of Environmental changes on marketing planning, strategies and practices, Demonstrate the ability to carry out a research project that explores marketing planning and strategies for a specific marketing situation, Synthesize ideas into a marketing plan, Demonstrate the ability to justify marketing strategies and advocate a strategically informed position when considering marketing plan implementation.

### **Contents:**

- Pharmaceutical Healthcare Marketing
- The Challenge of Pharma Healthcare Marketing
- The Evolving Societal and Healthcare Context
- Basic Marketing Concepts
- Marketing and the Pharma Healthcare Organization
- Understanding Pharma Healthcare Markets
- Healthcare Consumers and Consumer Behavior
- Pharma Healthcare Products and Services
- Pharma Healthcare Marketing Techniques
- Promotions, Advertising, and Sales

- A Managing and Supporting the Marketing Effort
- Marketing Research in Pharma Healthcare
- Marketing Planning
- Sources of Marketing Data
- The Future of Pharma Healthcare Marketing

**Methods of Assessment:** Mid-term 30%, final term exam 70%

## **XII. OPERATION RESEARCH**

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

### **Learning Objective:**

At the end of the module students are able to understand: How operations research models could be used to reduce costs while improving the quality of services, and allow organizations to compete effectively in an aggressive marketplace; How to use operations research in improved the managerial decision making for optimizing the profit or reducing the costs.

### **Contents:**

- Introduction, Linear Programming Models,
- Assignment Problem,
- Game Theory for competitive strategies,
- Queuing models and capacity planning,
- Simulation,
- Investment Problems,
- Maintenance Problems in Pharma industries

**Methods of Assessment:** Mid-term 30%, final term exam 70%

## **XIII. BASIC SUPPLY CHAIN MANAGEMENT**

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

### **Learning Objective:**

The skill and coordination required of scientific, technical, and business experts in bringing new medicines to market is immense. There is, however, the potential to make those efforts significantly more productive by thinking in Supply Chain Management (SCM) terms from the earliest stage of drug development to large-scale phase III and postmarket (phase IV) trials and commercial sale in global territories. The world is now changing its attitude to prescription medicines, with issues of cost, integrity (adulteration and counterfeiting), quality, efficacy, and safety all moving the supply chain center stage

**Contents:**

- Introduction, overview on procurement and supply chain management of health products including policy, procedures, practices. Procurement and Distribution, Quantifying Drug Requirements,
- Drug Stores Management,
- Warehouse Management,
- HR Issues in Warehousing,
- Network Design in Uncertain Environment

**Methods of Assessment:** Mid-term 30%, final term exam 70%

TOTAL credits in first year

**Summer Training**

Each student would work with an organization, on a project for a period of a minimum of 8 weeks at the end of first year. The objective is to provide students a practical exposure in Supply Chain Management. It would help the students to develop managerial skills and competencies and facilitate them in their carrier development.

**Second Year**

**Part I: Policy and Economic Issues**

**I. KEY HEALTH PRODUCTS IN SUPPLY CHAIN MANAGEMENT**

**Credits: 3**

**Proposed Primary faculty:** To Be Decided

**Learning Objective:**

- To understand the product description of various health products used in health care.
- To develop understanding of various properties & features of health products pertaining to supply chain management used in health
- To develop sound understanding of Key Health Products in Supply Chain Management

**Contents:**

Classification of key health products, properties and their uses. Various Health Products includes medical devices, Pharmaceuticals, drugs, biological products for human use) and food, Medical equipment, prosthetics, Orthotics, Functional Aids and Dental Supplies, Hygiene Products, Surgical and Healing

**Methods of Assessment:** Mid-term 30%, final term exam 70%

## II. POLICY AND LEGAL FRAMEWORK

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

**Learning Objective:**

- To understand the various concepts related to Sustainable Access to Medicines
- To understand the policy directions relating to the health service outcomes that need to be attained, to achieve the overall goal. These relate to health services, health products, risk factors and behavior change objectives, and health related sector objectives.
- To effectively address the various challenges in drug management
- To understand the structure & components of National Drug Policy

**Contents:**

Toward Sustainable Access to Medicines, Health Products and Technologies, Historical and Institutional Perspectives, Intellectual

*Minutes of the first meeting of the BOS of the IHMR*

Property and Access to Medicines, National Medicine Policy, Traditional and Complementary Medicine Policy, Pharmaceutical Production Policy, Pharmaceutical Supply Strategies.

**Methods of Assessment:** Mid-term 30%, final term exam 70%

### III. LAWS RELATED TO HEALTH PRODUCTS AND SUPPLY CHAIN MANAGEMENT

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

**Learning Objective:**

- To understand the legal policy environment related to supply chain management in Health
- To develop understanding of Pharmaceutical Legislation and Regulations related to Health Products.

**Contents:**

Legal aspects of drug management, Pharmaceutical Legislation and Regulations related to Health Products.

**Methods of Assessment:** Mid-term 30%, final term exam 70%

### IV. FINANCING AND SUSTAINABILITY

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

**Learning Objective:**

- To understand the importance and effective use of Financing in Drug Supply Chain.
- To understand pattern of health expenditures in various procurement systems
- To get aware about the insurance system in Health

**Contents:**

Pharmaceutical Pricing Policy, Pharmaceutical Financing Strategies, Pharmaceutical Benefits in Insurance Programs, Revolving Drug Funds and User Fees, Global and Donor Financing, Pharmaceutical Donations

**Methods of Assessment:** Mid-term 30%, final term exam 70%

*Minutes of the first meeting of the BOS of the IHMR*

## V. PHARMACOECONOMICS & OUTCOME RESEARCH

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

**Learning Objective:**

Objectives of Pharmacoeconomics and outcomes research must originate within three dimensions when considering results and value of healthcare

- Acceptable clinical outcomes
- Acceptable humanistic outcomes
- Acceptable economic outcomes.

**Contents:**

Principles, methods, applications & uses of Pharmacoeconomics, Health technology assessment, Economics for Pharmaceutical Management, Incremental cost effectiveness ration, Sources of data for PE analysis, Analysis of Pharmacoepidemiological Data. Recent Advances in the field of Pharmacoeconomics.

**Methods of Assessment:** Mid-term 30%, final term exam 70%

### Part II: Drug and Health Products Management Cycle

## VI. MANAGING PROCUREMENT

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

**Learning Objective:**

- Recognize the characteristics of a good pharmaceutical procurement system
- Identify and describe the steps in the procurement cycle
- Discuss regional collaboration for procurement
- Discuss procurement of pharmaceuticals using USAID funds
- Discuss the challenges in the procurement of HIV/AIDS, TB, and malaria supplies.

**Contents:**

Managing Procurement, Ethics and Transparency in procurement, Quality Assurance for Pharmaceuticals, Quantifying Pharmaceutical Requirements, Managing the Procurement cycle, e-procurement, Public and private sector procurement, Public Procurement Bill (draft stage & under consideration of Parliament), National (GFR) & International procurement procedures

**Methods of Assessment:** Mid-term 30%, final term exam 70%

VII. **HEALTH PRODUCT SELECTION FOR SUPPLY CHAIN MANAGEMENT**

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

**Learning Objective:**

- To ensure consistency in direction within the supply chain.
- To understand the quantification of needs and pharmaceutical procurement principles (the rules, methods, selection of suppliers and award of contracts);
- To learn quality assurance and its management;

**Contents:**

Managing Medicines and Health Products Selection, Treatment Guidelines and Formulary Manuals, Essential medical Supplies and equipments, Defining specifications for health products and equipments.

**Methods of Assessment:** Mid-term 30%, final term exam 70%

VIII. **STORAGE & DISTRIBUTION**

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

**Learning Objective:**

- To analyze and evaluate storage and supply management issues and policies.
- Main objective which is to guarantee that the consumer is getting the pharmaceutical or medical product with the best quality and efficacy

status, and through the legitimate reliable channels. In addition to the mentioned objective these guidelines aim at ensuring the traceability of the product from the manufacturing point to the point where it reaches the consumer.

**Contents:**

Good storage practices, Managing Distribution, Inventory Management, Importation and Port Clearing, INCOTERMS, Transport Management, Kit System Management, vaccine cold chain maintenance, Expiry Management.

**Methods of Assessment:** Mid-term 30%, final term exam 70%

IX. **RATIONAL & APPROPRIATE USE OF PHARMACEUTICALS & HEALTH PRODUCTS**

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

**Learning Objective:**

- Define rational use of medicines and identify the magnitude of the problem
- Understand the reasons underlying irrational use
- Discuss strategies and interventions to promote rational use of medicines

**Contents:**

Managing for Rational Medicine Use, Investigating Medicine Use, Promoting Rational Prescribing, Ensuring Good Dispensing Practices, Community-Based Participation and Initiatives, Drug Seller Initiatives, Encouraging Appropriate Medicine Use by Consumers, Medicine and Therapeutics Information, Pharmacovigilance.

**Methods of Assessment:** Mid-term 30%, final term exam 70%

## **Part III: Management Support Systems**

### **X. PLANNING & ADMINISTRATION**

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

**Learning Objective:**

- Demonstrate a commitment to the mission and motivation to combine the team's energy and expertise to achieve a common objective.
- Understand the dynamics of effective teamwork in order to attain higher levels of performance.
- Demonstrate ability to work as part of a tight-knit and competent group of people.
- Demonstrate a commitment to engage teams in other departments or divisions of the organization..

**Contents:**

Pharmaceutical Supply Systems Assessment, Managing Pharmaceutical Programs, Planning for Pharmaceutical Management, Contracting for Pharmaceuticals and Services, Analyzing and Controlling Pharmaceutical Expenditures, Value for money (VfM) in procurement, Financial Planning and Management, Planning and Building Storage Facilities.

**Methods of Assessment:** Mid-term 30%, final term exam 70%

### **XI. ORGANIZATION & MANAGEMENT**

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

**Learning Objective:**

- To understand goals that an organization seeks to accomplish in Supply chain management
- To manage the supply chain effectively & improve the organization performance
- To maximize the overall value generated

**Contents:**

Security Management, Medical Stores Management, Hospital Pharmacy Management, Pharmaceutical Management for Health Facilities, Laboratory Services and Medical Supplies, Humanitarian logistics during disaster, Disaster Epidemics.

**Methods of Assessment:** Mid-term 30%, final term exam 70%

XII. **LOGISTICS MANAGEMENT INFORMATION SYSTEM**

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

**Learning Objective:**

The main purpose of a logistics management information system is:

- To develop understanding of essential data needed for logistics management
- To understand about types of logistics.
- To determine how Logistics Management Information System can improve the health outcomes

**Contents:**

Monitoring and Evaluation, Risk analysis in procurement & logistics, Procurement & supply chain (PSM) audit, Pharmaceutical Management Information Systems, Use of Information & communication technologies in Pharmaceutical Management.

**Methods of Assessment:** Mid-term 30%, final term exam 70%

XIII. **OVERVIEW OF PROCUREMENT POLICIES & PROCEDURES OF INTERNATIONAL ORGANIZATIONS**

**Credits:** 3

**Proposed Primary faculty:** To Be Decided

**Learning Objective:**

To understand about essentiality of procurement to enhance development effectiveness and the mutual reinforcing and complementary goals of harmonization, use of country systems, competition, governance, anti-corruption, good public sector management and accelerated investment in

infrastructure.

**Contents:**

Managing National and International projects/programmes related to PSM of health products supported by Government of India, State Governments and international donors/ agencies like World Bank, GFATM (The Global Fund to Fight AIDS, Tuberculosis and Malaria), USAID (United States Agency for International Development), UNICEF (United Nations Children's Fund), UNDP (United Nations Development Programme), UNFPA (United Nations Population Fund), DFID (Department for International Development), BMGF (Bill & Melinda Gates Foundation) etc.

**Methods of Assessment:** Mid-term 30%, final term exam 70%

TOTAL credits in second year

***Gross Total Credits in both years***

**Dissertation & Internship**

The students will be required to complete a satisfactory dissertation in his/her area of interest. The dissertation will include a critical review of literature pertaining to the specific area of interest, data collecting and analysis on the selected problems besides other components of the dissertation. The dissertation must be completed in the second year. The students are also assessed on the basis of their performance during this period.



## **Curriculum**

### **MBA Human Resource Management in Health and Hospitals**

**(Recommended by Board of Studies, IHMR on February 07, 2015)**

# Human Resource Management in Health and Hospitals

## FIRST YEAR

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### Introductory Courses

- Written and Verbal Communication
  - Human Process Lab
  - Personal and Professional Excellence – Working on Emotional Engineering
  - Essentials of Computers (Elective)
  - Human Biology (Elective)
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### MODULES

Term 1 and Term 2

1. Health and Development
2. Principles of Management
3. Health Care Delivery System and Policy in India
4. Essentials of Bio-Statistics
5. Introduction to Epidemiology
6. Essentials of Demography
7. Essentials of Health Economics and Labour Economics : Theory & Practice
8. Organizational Behavior
9. Marketing Management
10. Business Strategy and Strategic Human Resources Management
11. Basic Accounting and Financial Management
12. Business Communication
13. Research Methods in Management
14. Essential of Hospital Services and Service Operations Management

## **SECOND YEAR MODULES**

1. **Talent Acquisition for Health** : Human Resource Planning, Job Analysis, Recruitment, Selection
2. **Talent Retention and Management in Healthcare** : Induction Orientation, Training, Learning and Development , Performance and Potential Management , Internal Mobility and Employee Exits
3. **Compensation Systems in Healthcare**
4. **Organisation Development and Change Management**
5. **Disaster Management**
6. **Health Insurance and Managed Care**
7. **Health Legislation and Legal Issues in HR**
8. **HR Analytics for Health** : Human Resource Information System for Health
9. **Hospital Planning and Facility Management**
10. **NGO Management**
11. **Strategic Human Resource Management in Healthcare:** Mergers, Acquisitions, Corporate Governance, Management Control and Metrics for Organizational Performance
12. **Sociology of Work and Employment and Employer-Employee Relations**
13. **Business Ethics and Corporate Governance**

### ***Summer Training***

Each student would work with an organization, on a project for a period of a minimum of 8 weeks at the end of first year. The objective is to allow students, intense day-to-day interaction with organizations. Summer Training would provide exposure to the student to working of an organization in the real life setting. It would also help students to develop managerial skills and competencies, and facilitates an informed career choice by the students.

### ***Dissertation and Internship***

The student will be required to complete a satisfactory thesis in his/her area of interest. The thesis will include a critical review of literature pertaining to the specific area of interest, data collection and analysis on the selected problem besides other components of the thesis. The thesis must be completed in the second year. The students are also assessed on the basis of their performance during this period.

## **FIRST YEAR COURSES**

### **Health and Development**

Credits: 3

Proposed Primary faculty: To Be Decided

#### ***Learning Objective:***

Understand the basic concepts of health and health care system in developing countries with special focus on India. relationships between health and socio-economic development in developing countries., current important issues in health and population in developing countries and the importance and implications of major health problems on socio-economic development of the developing countries.

#### ***Course Content:***

1. Define Health, Disease, Illness and Sickness, Health and its determinants
2. Development and Health: Defining the developing world, Development with human face-Human Development Index country
3. Health Burden and Issues: Measure Burden of Health-DALY and other concepts, Major issues in Health like Epidemiological Transition, Demographic Transition, Ageing, Fertility and Population Growth
4. Social Context of Health: Culture and Health Belief, Social Stress
5. Nutrition and Health: Measure Nutritional Status, Nutritional Transition, IYCF, Reproductive and Child Health Care, Gender and Health
6. Consequences of development due to Communicable and Non-Communicable Disease: Vaccine Preventable Diseases, Immunization Schedule, Waterborne Diseases, Vector Born Disease, Occupational Health Hazards Mental Health Cancer, Cerebro-and Cardio-Vascular Diseases, Accidents and Injury

#### ***Methods of Assessment***

Class assignments 30%, mid-term 20%, final exam 50%

## **Principles of Management**

Credits: 3

Proposed Primary faculty: Dr. Seema Mehta

### ***Course Learning Objectives***

Upon successfully completing this course, students will be able to:

- Know evolution of management and present day practices.
- Understand the basic management functions of Planning, Organizing, Staffing, Leading and Controlling.
- Describe and understand the key roles and competencies of managers of healthcare and public health organizations.
- Learn about foundations of Planning and the important planning tools.
- Develop and communicate organizational vision, mission, goals, and objectives.
- Gain an insight into decision making process and the role of Manager as a decision maker.
- Understand organization structure, work specialization and departmentalization.
- Understand Human Resource management issues in an organization
- Leadership and Change management in healthcare organizations
- Understand the basic nature and process of control
- To learn concepts of monitoring and evaluation
- Identify the role of information management in controlling
- Discuss the roles of budgeting in public health organizations.

### ***Course Description***

Introduces the basic principles of management in the context of health and hospitals namely planning, organizing, implementation, coordination, supervision, leading and controlling. Examines issues of management in healthcare settings in public and private sectors. Acquaints students to methodology of budgeting and controlling. Demonstrates functional managerial competencies in management

### ***Methods of Assessment***

Class assignments 30%, mid-term 20%, final exam 50%

## **Health Care Delivery System and Policy in India**

Credits: 3

Proposed Primary faculty: To be Decided

### ***Learning Objective:***

The course is designed to help students understand the existing health care delivery system in India, Primary Health Care and National Health Policy. It also aims to enhance capabilities of students in Policy Analysis and to familiarize them with Process of Policy Formulation and its linkages with Programme Planning.

### ***Course Content:***

1. Evolution of Health Care in India – Health Planning in India, History of Public Health in India, Important Committees and their recommendations, Primary Health Care Concept, Elements, Role of Private for Profit Sector, Public Private Partnership in Health Sector, Principles of Primary Health Care in India
2. Health Care Delivery System in India – Organization and Administration at National, State and District Level, District Hospitals, CHC, PHC and SC
3. Corporate Social Responsibility in Health Sector – An Overview of National Health Programmes in India, Policy and Implementation Issues in various NHP
4. National Rural Health Mission – Goals, Strategies and Outcome, Goals, Strategies and Outcome, Framework for Implementation, Activities and Norms, Indian Public Health Standards, District Action Plan, National Health Policy, Related Issues, Resource Allocation, Access, Equity, Quality, Affordability, Human Resources, Referral Systems, Sustainability and Cost Sharing

### ***Methods of Assessment***

Class assignments 30%, mid-term 20%, final exam 50%

## **Essentials of Bio-Statistics**

Credits: 3

**Proposed Primary faculty : Dr. J P Singh**

### ***Learning Objective:***

Understand importance of statistics in health care and management, basic concepts and approaches, use various sources of data, define variables types of data, types of distribution of data, central tendency, procedure involved in calculation of sample size for survey, methods of data collection and analysis, calculate vital statistics, present data using tables, graphs, bar and line diagram, application in planning, implementation and monitoring of health services, maintain medical records and use ICD codes and compute rates, ratio and percentage

### ***Course Content:***

1. Basic Concepts of Biostatistics – Statistics and its uses in Health Management, Types of Variables, Variable Scales, Types of Data, Data Sources, Advantages and Disadvantages of various Sources, Measurement Scales of Variable
2. Common Measurements – Rates, Ratio, Proportions / Percentage, Index Central Tendency and Distribution of Data: Mean, Mode and Median, Dispersion: Variance, Standard Deviation, Testing hypothesis; Statistical test of significance; comparing two groups relationship between continuous measurements
3. Analyzing qualitative data – Correlation and Regression, Normal Distribution, Binomial Distribution, Poisson Distribution, Z Score, Standard Normal Deviate, Confidence Intervals, Statistical Inferences Standard Error, a Range of Confidence (CI) and T-distribution
4. Sampling – Concept and meaning, and purpose of sampling, types of sample, sampling procedures, calculating sample size
5. Statistical Inferences: Testing Hypothesis, statistical test of significance, Correlation, Regression

6. Data Management and Analysis – Data Analysis, Univariate Analysis, Bivariate Analysis, Percentiles Distribution, Multivariate Analysis (concept only), EP info, SPSS
7. Presentation of Data – Stem and Leaf Distribution, Preparation of Frequency Tables: Array, Categories, Class Intervals, Format of Tables, Graph: Bar, Histogram, Pie Chart, Line Diagram, Frequency Polygons

### ***Methods of Assessment***

Class assignments 30%, mid-term 20%, final exam 50%

## **Introduction to Epidemiology**

Credits: 1.5

Proposed Primary faculty: Dr. S D Gupta

### ***Course Learning Objectives***

Upon successfully completing this course, students will be able to:

- describe basic epidemiologic methods and study designs
- critically review published epidemiologic papers and assess the validity of their design and their inferences
- explain the role of epidemiologic methods in uncovering the etiology of disease and other health states in order to prevent disease and improve health
- identify the place of epidemiology in outbreak investigation and surveillance
- explain how epidemiologic methods are used in evaluating screening programs and health interventions, and in the development of health policy

### ***Course Description***

Introduces principles and methods of epidemiologic investigation of disease and other health states. Presents different types of study designs, including randomized trials, cohort and case-control studies; measurement of exposures and outcomes; risk estimation; surveillance; program evaluation; and causal inference. Links epidemiologic inferences with the development of policy. Laboratory problems provide experience in applying epidemiologic methods, interpreting findings, and drawing inferences.

### ***Methods of Assessment***

Assignment (30%), Mid-term (20%) and final examinations (50%)

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## **Essentials of Demography**

Credits: 1.5

Proposed Primary faculty: Dr. Arindam Das

### ***Course Learning Objectives:***

Upon successfully completing this course, students will be able to:

- explain population scenarios , trends, and patterns
- discuss population composition and characteristics
- discuss basic concepts in population dynamics, fertility, mortality, migration, urbanization and its relationship with health

### ***Course Description***

Acquaints students with global population trends and patterns; population and health. Enhances technical skills and knowledge regarding use of demographic data for policy analysis development, program strategies and priorities. Examines measures and indicators of nuptiality, fertility, mortality and migration, and migrant health issues. Provides skills in making population estimation and projection.

### ***Methods of Assessment***

Assignment (30%), Mid-term (20%) and final examinations (50%)

## **Essentials of Health Economics and Labour Economics: Theory & Practice**

Credits: 3

Proposed Primary faculty: Dr. Barun Kanjilal, Dr. Seema Mehta

### ***Course Learning Objectives***

Upon successfully completing this course, students will be able to:

- Describe basic concepts of Managerial Economics, Health Economics and Labour Economics
- Describe the relationships between health and economic development in developing countries
- Explain economic basis for cost-benefit and cost-effectiveness analysis, and undertake such analyses with special reference to labour costs and contributions to organizational bottom lines

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- Analyze the cost and cost behavior in hospital environment
- Apply methodologies of both cost and demand analyses
- Nature and scope of Labour Economics-Rise of economic problems in Labour Management

### ***Course Description***

Introduces economic concepts and principles for better resource management in the health care sector. Examines nuances of labour economics and its implications for cost of labour for policy making in Human Resource Management. Acquaints students with the methodologies of both cost and demand analyses. Demonstrates how to make use of such analyses in policy planning and evaluation, including practical skills in cost effectiveness analysis of public health services and programs.

### ***Methods of Assessment***

Class assignments 30%, mid-term 20%, final exam 50%

## **Organizational Behavior**

Credits: 3

Proposed Primary faculty: Dr. Tanjul Saxena

### ***Course Learning Objectives***

Upon successfully completing this course, students will be able to:

- Understand and appreciate importance of systematic study of human behavior
- Analyse individual, Group and Organisational level independent variables of Organisation behavior
- Describe the variables viz productivity, absenteeism, turnover and job satisfaction that determine organizational performance with respect to human dimension
- Explain interplay of dependent and independent variables and its implications for organization performance
- Apply concepts of OB with specific reference to healthcare settings

### ***Course Description***

Introduces constituents of individual, group and organizational level behavior of people. Examines interplay of human input to human throughput and consequently to organizational output. Acquaints students to moderating variables of human behavior and demonstrates structured ways to overcome dysfunctional behavior at all levels. Provides skills to understand and apply systematic approaches for modification of behavior for optimizing organizational goals.

### ***Methods of Assessment***

Assignment (30%), Mid-term (20%) and final examinations (50%)

## **Marketing Management**

Credits: 3

Proposed Primary faculty: Dr. Seema Mehta

### ***Course Learning Objectives***

Upon successfully completing this course, students will be able to:

- Understand marketing environment and develop marketing plans
- Elaborate the concept of Segmentation, Target Market and Positioning
- Analyze Consumer and Business Markets
- Understand New Product Development and Adoption of Innovation, Dealing with Competition, Product Life Cycle
- Develop marketing Mix based on 4 Ps
- Explain concept of Brand and apply branding strategies

### ***Course Description***

Introduces concepts of and approaches to Marketing Management, Marketing Plan, Marketing Research, Nuances of Consumer Behavior, Elaborates Target Markets, Market Segmentation and Positioning, Competition and Competitive Strategies adopted by different players, Process of New Product Development, Demonstrates market offerings through 4Ps of Marketing: Product, Price, Place and Promotion, Provides understanding and skills of Branding.

### ***Methods of Assessment***

Assignment (30%), Mid-term (20%) and final examinations (50%)

# **Business Strategy and Strategic Human Resources Management**

Credits: 3

Proposed Primary faculty: Dr. Goutam Sadhu, Dr Tanjul Saxena

## ***Course Learning Objectives***

- To understand firm's operative environment and how to sustain competitive advantage.
- Develop a mastery of a body of analytical tools and the ability to take an integrative point of view and use these tools to perform in-depth analyses of industries and competitors, predict competitive behavior, and analyze how firms develop and sustain competitive advantage over time
- To sharpen critical thinking skills and independent problem-solving techniques relevant to the analysis of business problems and the generation of feasible strategic solutions.
- To synthesize and apply management knowledge along with the skills that enable students to solve problems at work autonomously.
- To experience strategy development, implementation, organizational control and conflict in health and hospital sector
- To gain an insight into Strategic Human Resource Management Issues

## ***Course Description***

This course emphasizes strategic planning and implementation across a broad spectrum of business contexts. It focuses on the managerial, multi-business, multi-industry, multicultural, and multinational complexities of achieving and sustaining competitive advantage with special reference to health and hospital sector. This course integrates content from foundational courses such as principal of management, economics, human resource management, marketing, supply chain/operations management, accounting, and finance with the development of analytical, communication, and teamwork skills.

## ***Methods of Assessment***

Assignment (30%), Mid-term (20%) and final examinations (50%)

*Minutes of the first meeting of the BOS of the IHMR*

## **Basic Accounting and Financial Management**

Credits: 3

Proposed Primary faculty: TBD

### ***Learning Objective:***

Understand the accounting framework, accounting process, process of finalization and depreciation accounting, understand the basic principles of financial management and acquire relevant skills to do financial decision making.

### ***Course Contents:***

1. Nature and Scope, Limitations of Financial Accounting
2. Accounting Standards – Meaning, Procedure for issue of Accounting Standards in India, Significance of Accounting Standards, Generally Accepted Accounting Principles (GAAP)
3. Accounting Process, Recording of Transactions to Preparation of Final Accounts, Final Accounts of a Sole-Trader, Final Accounts of Not-For-Profit Organizations: Meaning and features
4. Preparation of Income and Expenditure Account and Balance Sheet, Preparation of Balance Sheets, Accounts from Incomplete Records
5. Depreciation Accounting – Meaning, Factors and Treatment, Methods of Depreciation
6. Basic Principles of Financial Management, Financial Management Challenges, Financial System: Long Term and Short Term Sources of Finance, Financial System in India
7. Time Value of Money – Principle of Discounting and Compounding, Significance in taking business decisions
8. Principles of Risk and Return, Estimating Risk and Return, Risk return tradeoff and decision making
9. Capital Budgeting – Principle and decision making, Estimating IRR, NPV, BCR, Payback and other criterions, Leasing, Hire Purchase and Project Finance
10. Working Capital Management – Estimating working capital needs and raising working capital

### ***Methods of Assessment***

Assignment (30%), Mid-term (20%) and final examinations (50%)

# **Business Communication**

Credits: 3

Proposed Primary faculty: Dr Tanjul saxena, Mr Saumitra joshi

## ***Learning Objectives***

Upon successfully completing this course, students will be able to:

1. Analyze communication situations and audiences to make choices about the most effective and efficient way to communicate and deliver messages
2. Conduct research that includes the use of electronic library resources and the Internet; use the results of that research to complete written and oral reports
3. Deliver effective business presentations in contexts that may require either extemporaneous or impromptu oral presentations
4. Provide feedback, accept feedback, and use feedback to improve communication skills
5. Write business documents that are grammatically correct and use appropriate business style
6. Develop effective interpersonal communication skills
7. Use communication technology appropriately and effectively

## ***Course contents***

### **Introduction to Communication Meaning and Definition**

Process, Functions ,objectives , Importance , Essentials of good communication , Communication barriers

### **Oral Communication**

Principles of effective oral communication , Techniques of effective speech , Verbal/Oral communication (Face-to-face conversation , Tele/video conferences , Press Conference ,Meetings Public address system ,Grapevine , Group Discussion, Presentation and Interviews, Art of training, Principles of good listening).

## **Business Writing**

Need and functions of business letters, Planning & layout of business letter , Kinds of business letters ,Essentials of effective correspondence, Enquiries and replies , Notices and reply , Circular letters , Application for employment and resume, Report writing ,Notices, Agenda and Minutes of the Meetings , Memos, Report Writing, Proposal Writing

## **Application of Communication Skills**

Group Decision-Making, Conflict and Negotiations management, Speeches , Customer Care/Customers Relations, Public Relations, Soft Skills and Personal Branding including body language and personal grooming.

Media management – The press release – Press conference – Media interviews Etiquette Advantage in Business Communication

## ***Methods of Assessment***

Assignments / coursework (100%)

## **Research Methods in Management**

Credits: 3

Proposed Primary faculty: Dr. Seema Mehta,

### ***Background***

As there is sea-change in the economic front, the business market is bound to be influenced. With the transfer of technology and the increasingly competitive business environment such transformation is often been quite dramatic. In this course, there will be an attempt to identify the principal theoretical approaches of research and to indicate the direction of decision making through empirical research in functional area of management. Theories and examples that are applicable to free market mechanism will be discussed together with the problems and limitations of these tools

### **Learning Objectives-**

- To understand the concept and process of research in business environment
- To realize the applications of research in functional areas of management
- To know the use of tools and techniques for exploratory, conclusive and causal research
- To understand the concept of measurement in empirical systems and its validity and reliability
- To use statistical techniques for analysis of research data
- To provide a basic tool kit of relevant tools which would be necessary for decision-making

### **Course Content:**

1. Introduction to Business Research, definitions, nature, scope
2. Problem Discovery, Problem Definition, Developing a research question through Literature review
3. Ethics in research and APA style of referencing
4. Research objectives
5. Hypothesis Formulation and Testing of hypothesis
6. Planning and formulation of Research Projects
7. Research Process
8. Research Design and its types- Exploratory, Descriptive, Experimental and Observational.
9. Collection of data: Primary and Secondary Data Collection and Analysis
10. Questionnaire Construction Measurement, Basic Scales, Validity Analysis, Reliability Analysis, Attitude Measurement Scales
11. Sampling Design - Probabilistic and Non-probabilistic sampling, Concept of different sampling methods
12. Field work, Non-sampling Errors, how to overcome them
13. Data Preparation and Preliminary Analysis for decision making- Introduction to Uni variate, Bi variate analysis using SPSS
14. Structure of Research report and report writing

### ***Methods of Assessment***

Assignment (30%), Mid-term (20%) and final examinations (50%)

## **Essential of Hospital Services and Service Operations Management**

Credits: 3

Proposed Primary faculty: TBD

### ***Learning Objective:***

At the end of this course student should have preliminary knowledge about hospital, various types, services offered by hospital, hospital service delivery mechanism, functioning of the hospital, various departments and their classification. It will make them ready to add to their basic knowledge of hospital during summer placement and help the students in choosing the stream for the second year.

### ***Course Contents:***

1. Various Types of Hospitals, Various Classification, Ownership of the Hospital
2. Other Healthcare Delivery Areas like Clinics, Daycare Centers, Blood Bank, Diagnostic Centers, Rehabilitation Centers
3. Services provided by Hospital, Service Mix;
4. Briefing about all Departments like OPD, IPD, ICU, OT, Nursing, Pharmacy, Lab, Imaging, ER, Labour Room, Finance, HR, Marketing and PR, Housekeeping, Laundry, Linen, CSSD, Security, Biomedical, Engineering etc.
5. Functional Aspects, Committees
6. Quality and Accreditation System
7. Computerization and MIS in Hospitals, MRD, Technological Advancements
8. Stakeholders, Legal Aspects, Major Challenges, Performance Indicators

9. Other related sectors like Health Insurance, TPAs, Pharmaceutical Sector and Medical and Paramedical Education

**Methods of Assessment**

Assignment (30%), Mid-term (20%) and final examinations (50%)

## **SECOND YEAR MODULES**

### **Talent Acquisition for Health**

Credits: 3

Proposed Primary faculty: Dr Tanjul saxena

**Learning Objectives**

Upon successfully completing this course, students will be able to:

- Map the healthcare and allied industry and explore Macro, Meso and Micro talent pool for Healthcare
- Identify the importance of talent acquisition and where it fits into the overall HR and business strategies.
- Define talent acquisition and differentiate between sourcing and selection processes.
- Use tangible and intangible data to articulate a business case for effective talent management.
- Articulate the steps in a common talent acquisition process.
- Conduct a job-fit and organization-fit analysis and translate the analysis into selection criteria and methods.
- Develop behavior-based and situation-based interview questions derived from job analysis data and conduct a professional interview.
- Design a process for final candidate evaluation.
- Articulate an employer's legal responsibilities in the recruitment process.
- Highlight various strategies to onboard new employees.

### **Course Contents:**

- Talent management and acquisition
- Talent acquisition workflow.
- Job Analysis: Job Description, Specification and Evaluation
- Sourcing candidates.
- Job-fit and organization-fit.
- Selection methods .
- Evaluation frameworks.
- Onboarding strategies
- Quality of work life - Work – life balance - Employee empowerment - Employee involvement -Autonomous work teams

### **Methods of Assessment**

Assignment (30%), Mid-term (20%) and final examinations (50%)

### **Talent Retention and Management in Healthcare**

Credits: 3

Proposed Primary Faculty: Dr Tanjul saxena

### *Learning Objectives*

Upon successfully completing this course, students will be able to:

1. Describe importance and significance of planned training and employee development.
2. Discuss, describe and evaluate the possible structures and functions for identifying training in organizations.
3. Apply various and appropriate methods and techniques for identifying training needs.
4. Write basic “blueprints” (instructional designs), training plans, and develop materials based on behavioral objectives tied to an organizations objectives.
5. Understand and state the applicable principles of adult learning
6. Describe applicable training evaluation, ROI of training, and apply them to the workplace.
7. Describe and understand human performance improvement (HPI) and the value of HPI to an organization.

8. Explain Performance and Potential management
9. Devise scientific methods of Performance and Potential appraisal and design policies for same.
10. Understand Internal mobility strategies for talent retention including career management systems
11. Understand importance of managing employee exits

**Course Contents:**

- Induction, Orientation, Enculturation, Acculturation
- Adult Learning Principles
- Learning and Development Methodologies
- Technology in training - CBT – Multimedia training – e-learning/online learning- distance learning
- Training Evaluation
- Performance and Potential Management: Objectives, Processes, Methods, Implications, Uses and Errors
- Career management Systems including career and succession planning
- Employee Exits; Resignations, Superannuations, Retirements, Layoffs, Retrenchment, Dismissal, Discharge

**Methods of Assessment**

Assignment (30%), Mid-term (20%) and final examinations (50%)

**Compensation Systems in Healthcare**

Credits: 3

Proposed Primary Faculty: Dr Tanjul saxena, Dr Seema mehta

**Learning Objectives**

Upon successfully completing this course, students will be able to:

- Recognize how pay decisions help the organization achieve a competitive advantage.
- Analyze, integrate, and apply the knowledge of labour economics to solve compensation related problems in organizations.

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- Demonstrate comprehension by constructing a compensation system encompassing; 1) internal consistency, 2) external competitiveness 3) employee contributions, 4) organizational benefit systems, and 5) administration issues
- Comprehend and analyze the components of executive compensation

**Course Contents:**

**1. Demand for Labour**

- Short run and long run demand for labour
- Firm's demand and Market demand for labour
- Competitive and noncompetitive product markets and changing demand for labour
- Hiring from alternative skill sets
- Selection – probation, contingent contract

**2. Supply of Labour**

- Individuals decision to work
- Market supply of labour
- Retirement and voluntary retirement schemes
- Some labour legislations and impact on individual supply of labour

**3. Labour Market Equilibrium**

- Wage determination
- Changing market conditions and wages
- Income taxes and wage
- Wage regulations and wage
- Internal job markets and different considerations behind wage setting

**4. Investment in Human Capital**

- Individual's choice of educational attainment
- Costs and benefits of human capital investments
- Who should invest in human capital – the individual or the firm?

**5. Compensations and Incentives**

- Straight pay and variable pay

- What kind of variable pay is best to encourage effort?
- How to design compensation schemes to motivate older employees to work harder?
- Compensation for risk of injury – designing economically efficient and incentive
- compatible wage contracts
- Benefits – taxes on benefits visàvis taxes on wages

#### **6. Labour Unions and Collective Action**

- Individuals decision to join the union
- Market structures and bargaining powers of unions
- Economics of Strikes
- Is bargaining by unions good for the economy?

#### **7. Labour Mobility**

- Why workers migrate?
- when to lay off workers? When to expect that the employee will quit?
- How to design incentives for retaining critical worker?

#### **8. Discrimination in the Labour Market**

- Why some workers are discriminated against?
- Prejudice and lack of information as sources of discrimination
- Skill differences between social groups as a result of discrimination
- Laws against discrimination –
- Employer reaction to such laws
- How useful are these laws in combating this social evil?

### ***Methods of Assessment***

Assignment (30%), Mid-term (20%) and final examinations (50%)

# Organization Development and Change Management

Credits: 3

Proposed Primary Faculty: Dr Tanjul saxena

## **Learning Objectives**

Upon successfully completing this course, students will be able to:

- Understand the theory and practice relating to the processes of organization development and change.
- Develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating change in organizations.
- Gain necessary self-insight, skills and techniques to become effective change agents and internal OD consultants.

## **Course Contents:**

- Planned Organizational Change
- Foundations of OD
- Entry and Contract
- Organizational Diagnosis
- Feedback and OD
- OD Interventions: An Overview
- Individual and Interpersonal Interventions
- Team / Group Interventions
- Intergroup Interventions
- Comprehensive Interventions
- Organizational Transformation
- The OD Consultant: Role, Skills and Dilemmas
- Success and Failure of OD
- Future of OD & New Perspectives

## **Methods of Assessment**

Assignment (30%), Mid-term (20%) and final examinations (50%)

# **Disaster Management**

Credits: 3

Proposed Primary Faculty: Dr S K Puri

## ***Learning Objectives***

Understand the concept of disaster management, define the terms hazard, risk and vulnerability and disaster, type of disasters, list and describe the principal hazards of the region, physical social and economical vulnerability, disaster management cycle, its various stages and measures taken, disaster preparedness in the hospitals and health facilities, disaster management team, structure, role and responsibilities, networking process in the disasters, organization and operations of information and communication system in disasters, restoration of normal services.

## ***Course Content:***

1. Introduction to Disaster Management – Meaning and Concepts, Health Hazards and Impact of Disasters on Health, Definition of Disaster, Hazard, Risk and Vulnerability, Types of Disasters, Essentials of Disaster Management, Prediction and Warning, Preparedness and Response, Resource Planning, Training, Public Awareness, Mock Exercises, Disaster Management Cycle, Phases (Prevention, Preparedness, Mitigation, Rescue, Relief, Reconstruction and Rehabilitation), Rapid Assessment, Outbreak Control
2. Hospital Disaster Preparedness Plan – Need and Purpose for Preparation of Hospital Disaster Plan, Phases of Hospital Disaster Plan (Preparation, Alert, Response and Rehabilitation), Components of Plan, Organizational Chart and Structure, Clear Description of Mission, Human Resources and Clear Description of Role and Responsibilities and Reporting Relationship

3. Inventory of Resources Available – Drugs, Medicines, Equipments, Linen, Furniture, Other Support Material, OT, Communication and Networking
4. Patient Care Stations – OPD and Wards, First-aid, Services: Emergency, Surgical, Medical, Accidents / Trauma, Imaging, Laboratory, etc., Blood Bank, Transportation, Mortuary and Disposal of Dead, Records and Information System and Documentation Centre, Operational Plan for Duty Rosters, etc.
5. Public Information System and Public Relation
6. Engineering and Maintenance Services
7. Security Sanitation Guidelines and Procedures
8. Communication in Disasters – Networking and Coordination
9. National Disaster Plan for India: Goals and objectives of the National Disaster Plan, Important Disaster Prevention and Management Approaches
10. Organizational Structure at the National, Regional and at all Levels
11. Disaster Management Authority and Role and Responsibilities at various Levels

### ***Methods of Assessment***

Assignment (30%), Mid-term (20%) and final examinations (50%)

## **Health Insurance and Managed Care**

Credits: 3

Proposed Primary Faculty: To Be decided

### ***Learning Objectives***

Define health insurance, Identify different types of health insurance, Health insurance international perspective, Underwriting and Actuarial Science, Should be clear about the following terms, Risk pooling/sharing/Equity/Adverse selection, Moral Hazard/ Indemnity/Third party payment/ Reinsurance

**Course Content:**

1. Theory and Principles of Health Insurance, Types, Terminologies in Health Insurance, Insurance Market, Health Insurance scenario in India, International Perspective of Health Insurance, France, UK, Australia, Canada, Brazil, Legal Aspects of Health Insurance, Principles of Health Insurance, Insurance Contract
2. Insurance Regulatory and Development Authority 1999, Consumer Protection Act 1986, Right to Information Act 2005, Ombudsman, Medico Legal Cases
3. Underwriting in Health Insurance – Type, Process and Clauses
4. Risk Assessment in Health Insurance – Methods of Risk Classification
5. Actuarial Science in Health Insurance: Concept and Principles
6. IRDA Mandated Role for the Appointed Actuary, Challenges of an Actuary
7. Reinsurance – Concept, Types and Functions
8. Claims Management – Concepts, Filing Claims, Handling Claims, Third Party Administrator, Concept, Functioning and Experience in India

**Methods of Assessment**

Assignment (30%), Mid-term (20%) and final examinations (50%)

**Health Legislation and Legal Issues in HR**

Credits: 3

Proposed Primary Faculty: To Be decided

**Learning Objectives**

To understand laws that regulate the conduct of health care providers, welfare laws related to medical practice and administrative laws relevant for running a health care facility.

**Course Content:**

1. Origin of Law - Sources of Law - Legal Concepts: Rights - wrongs - Liability -ObligationsDuties  
- Powers - Immunity – Disability – Justice (distributive v. corrective)
2. Substantiate Laws – Indian Penal Code, Medical Negligence, Medical Council Act, Medical Degrees Act, Consumer Protection Act, MTP Act,

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Transplantation of Human Organs Act, Epidemic Diseases Act, Biomedical Waste Management Rules

3. Welfare Laws – Drug and Cosmetic Act, Drug and Magic Remedies Act, Atomic Energy Act, Dangerous Machines Act, Insecticides Act
4. Administrative Laws – PF Act, Minimum Wages Act, Medical Ethics, The Contract Labour (Regulation and Abolition) Act 1970, Equal Remuneration Act 1976
5. Social Legislations –

**Constitution of India:** • Preamble • Fundamental Rights • Directive Principle of State policy

• Fundamental Duties • Union and State Judiciary • State Liability • Service under the Union and State • Freedom of Trade, Commerce and Intercourse • Tribunals

**Child Labour :** • Meaning • Socio-Legal analysis • Judicial Approach • International Norms

• National Norms

**Sexual Harassment at Workplace:** • Meaning and definition • Legal Analysis • Judicial View

• International Norms • National Norms

**Gender Justice:** • Constitutional Aspects • Legal Aspects (Appointment, Conditions of Employment etc.) • Social Norms of 21st Century

**Pollution Control Laws :** • Environment and the Constitution • Air Pollution • Water Pollution • Noise Pollution

**Public Interest Litigation, Liabilities under Tort**

### ***Methods of Assessment***

Assignment (30%), Mid-term (20%) and final examinations (50%)

### **HR Analytics for Health**

Credits: 3

Proposed Primary Faculty: Dr Seema Mehta

### ***Learning Objectives***

- To prepare future HR managers with the necessary tools for using data analysis to inform HR decision-making

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- To give insight on how companies are leveraging HR Analytics as the upcoming trend to stay competitive

### **Contents**

1. Evolution of HR Analytics
2. Skills required for HR analytics,
3. HR Metrics- Analyzing and interpreting metrics
4. HR Analytics
5. HRMS/HRIS and data sources- Conducting systems needs assessments ,Determining system specifications ,Selecting an HR information system
6. Root cause analysis of HR issues
7. Statistical driver analysis – association and causation
8. Using historical data and analyzing reports
9. Validity and consistency
10. Association between variables
11. Predicative modeling in HR
12. Ethical guidelines of conducting research with human participants

### **Methods of Assessment**

Assignment (30%), Mid-term (20%) and final examinations (50%)

## **Hospital Planning and Facility Management**

Credits: 3

Proposed Primary Faculty: To Be decided

### **Learning Objectives**

At the conclusion of this course, students will be able to understand steps involved in the planning of healthcare facilities, how to conduct market assessment, prepare feasibility reports and prepare a detailed project report (DPR), understand how to prepare architecture brief, calculate area and land requirement, how to make projections for revenue, expense, capital requirement, means of funding, return on investment, develop clear understanding of steps of hospital planning and construction, knowledge of key hospital planning and designing parameters of all departments, student

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should be able to prepare DPR for various kind of facilities like nursing homes, small hospital, secondary care hospitals, single and multispecialty hospital, clinics, day care centers and other healthcare facilities

**Contents:**

1. Steps of Hospital Planning, Emerging Issues, Challenges and Trends, Explain Feasibility Reports, Market Assessment, Demographic Profiling, Calculate the Demand, Develop Hospital Master Plan and Service Mix, Making of Detailed Project Report which involves making Projections of Patient Volumes
2. Revenue and Expense Estimates, Land Requirement, Municipal Byelaws for Construction of Hospital, Manpower Planning, Equipment Planning, Preparing Space Plan, Planning of Individual Services like Clinical Services, Support Services, Utility Services, Engineering Services, Financial Feasibility, Sensitivity Analysis and Return on Investment
3. Developing Work Plan, Activity Plan, Time Line, Gantt Chart, PERT, Building Contract and Contract Documents, National Building Code, etc.
4. Planning aspects of various Hospitals should be discussed, Should get exposed to Actual Drawings, Discuss DPR of various Hospitals wherever possible, Discus Planning aspects of various formats of Healthcare Delivery System, various Byelaws related to Planning and Functional aspect of Hospital should be explained, Commissioning Plan & Post-Commissioning Evaluation

**Methods of Assessment**

Assignment (30%), Mid-term (20%) and final examinations (50%)

**Management of NGOs and other Organizations**

Credits: 3

Proposed Primary Faculty: Dr Goutam Sadhu

**Learning Objectives**

Explores the critical tasks associated with managing NGOs working in national, international development and humanitarian assistance. Examines internal operational efficiency, strategic management, program performance, and sustainability of NGOs,

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and introduces a set of analytic and management tools. Features of NGO management are compared and contrasted with the public and private sectors; highlighting issues such as funding, scale of operations, accountability, local participation, comparative advantage, and effectiveness. Analyzes NGO roles as project implementers, technical assistance providers, intermediaries, partners, and advocates. Businesses are also increasingly integrating corporate social responsibility strategies into every functional domain. Financial, social, ethical and environmental issues are all part of a proactive approach to corporate social responsibility management. Besides NGOs and other developmental partners involved in public health it will also focus on strategic CSR, defined as corporate strategy that is integrated with core business objectives and competencies to create positive social change and business value. After completion of this course, the student should be able to understand: Historical evolution of NGOs, its features, type, classification and its characteristic, Indian development strategy and economic performance, Concept of community participation and Community based organization, Concept of NGOs, its features, role and function, Legal and institutional aspects of formation of NGO, Setting up goals and management systems for functioning of NGO, Networking and pushing up the developmental priorities. Students will leave this class armed with a tool set of best strategic practices and the skills to analyze, develop, and make recommendations for implementing strategic NGOs, CSR and other organization set-up in their own companies and industries.

***Course Description:***

The main objective of the course is to provide students an in depth knowledge of the administrative, financial and organizational aspects of non-profit organization (NGOs), CSR and other similar organizations. It focuses on the particular managerial challenges faced by the organizations, their unique features and their interrelations with other public management actors. It also covers the basic concepts of community participations and work being done by the Community Based Organization (CBOs) and development partners in this respect. Structured in nine modules, the course deals in turn with the breadth of the role of NGO and CSR sector, historical evolution of NGOs and CSR, its characteristics and functioning, policy frame work for establishing the organisation,

community participation, community organization. Different techniques of Participatory Rural Appraisal, gender issues and role of different partners.

### *Methods of Assessment*

Assignment (30%), Mid-term (20%) and final examinations (50%)

## **Strategic Human Resource Management in Healthcare**

Credits: 3

Proposed Primary Faculty: Dr Goutam Sadhu and Tanjul saxena

### ***Learning Objectives***

- To familiarize the students with the Conceptual framework relating to M&A and Organization integration
- To enable students to understand Human and cultural related issues arising out of M&A
- To outline the various roles of HR functionaries in dealing with M&A
- To build competencies in the participants to manage people and culture related issues during an M&A process
- To appreciate the importance of bottom-line focus to the Human Resource function and the trend toward HR accountability
- To understand the various approaches and techniques of measuring HR
- To get hands on experience of studying the HR function of an organisation to understand its impact on bottom-line

### ***Course Content***

1. **Conceptual Framework** ; • Concepts of M&A • Organizational Growth through M&A • M&A in historical perspective • The Indian Scenario of M&A • An overview of HR contributions towards M&A
2. **Understanding the Strategic Dynamics of M&A:** • Developing integration models • Human Due diligence • Implementing the integration plan
3. **HR Related Issues in M&A:** • Organizational Vision and Mission • Developmental structures and systems • HR policies • Managing Ambiguity • Attracting and retaining high performers • Managing lift-outs • Utilizing and

- managing excess manpower • Establishing of continuity and integration of culture
- Managing insecurity and stress • Organizational Renewal
- 4. **HR Role in Managing M&A:** • Managing Change • HR Role in Managing change through M&A • M&A Phases and HR Role • Preliminary stage (establishing people and culture fit) • M&A phase • Post M&A roles
- 5. **HR Competencies in Managing M&A**
- 6. **Introduction and Overview of Strategic HR:** • Changing Role of HR • HR as a Strategic Partner • The Need for Measuring HR
- 7. **Approaches to Measuring HR:** • Competitive Benchmarking • HR Accounting • HR Auditing • HR Cost Monitoring • HR Effectiveness Index • HR Key Indicators • HR MBO • HR Profit Centre • HR Reputation • Return on Investment • Surveys
- 8. **Measuring Specific Impact ;** • Measuring HR's Contribution to Enterprise Goals • Cost Benefit Analyses for HR Interventions • Measuring HR's Impact on Processes • Measuring HR's Value Added • Balanced Scorecard and HR Scorecard
- 9. **Special Issues in Measurement Process:** • Principle of Good Measurement • Integrating Alternative Measures of Behavioral and Performance Outcomes • End-to-end HR Value Report • Measuring HR Alignment
- 10. **The Next Generation HR Valuation :** • Human Resource Valuation Strategy for Inventing Future

### ***Methods of Assessment***

Assignment (30%), Mid-term (20%) and final examinations (50%)

# **Sociology of Work and Employment and Employer-Employee Relations**

Credits: 3

Proposed Primary Faculty: Saumitra Azad and Dr Goutam Sadhu

## ***Learning Objectives***

- To introduce students to the area of industrial sociology
- To familiarise students to the nature of Indian work and workers
- To develop sociological understanding of the changes taking place in the area of work
- To expose the students to a variety of IR situations with special reference to disciplinary action, discharge, dismissal and other related matters and to equip them with the necessary tools to apply the law to a given a set of facts.
- To develop an understanding of the interaction pattern among labour, management and the State
- To build awareness of certain important and critical issues in Industrial Relations
- To impart basic knowledge of the Indian Industrial Relations System and its distinctive features in comparison to other countries
- To promote understanding of the concept and theories of collective bargaining, collective bargaining relationship and the requisite institutional framework for collective bargaining.
- To build awareness of certain important and critical issues in collective bargaining.
- To provide exposure to the required skills in negotiating a contract.
- To impart the basic concepts about grievance; its causes and resolution.
- To review the legislative backdrop of the grievance procedure with reference to the labour policy.

- To provide sufficient inputs to enable the participants to successfully design and install a grievance handling machinery on their picking up an assignment in the industry

### **Course Content**

1. **Sociology of Work:** contemporary issues in 21st century work; a look at work during and after the Industrial Revolution; major theorist's contributions to the study of work; work and self in the service industry; work and self among professionals and managers; and the modern distinction between work and family
2. **Discipline** - Introduction - common law right of employers - the nature of restrictions imposed on the common law right to terminate - rights of workmen - misconduct - misdemeanour - carelessness - standing orders – misconduct: classification
3. **Disciplinary proceedings:** implications of preliminary enquiry - Charge-sheet - nature, scope and criticality of CS - contents of CS - precautions, issues and concerns in framing charges - Show-cause notice vs. Charge-sheet - Domestic Enquiry – Principles of Natural Justice reasonable opportunity - representation of parties - examination-in chief - cross-examination - re-examination and re-cross - manner of adducing evidence - leading questions - role of EO - summing-up arguments – enquiry proceedings vs. enquiry findings - closing of enquiry proceedings - findings or report of the EO; need for, and importance of.
4. **Industrial Relations** ; • The various approaches (The systems model, The Pluralist Approach, The Structural Contradictions Perspective • Trade Unions • Trade Unionism in India • Trade Union recognition and registration • White collar unionism
5. **Collective Bargaining** ; • Definitions • Characteristics • Critical Issues in Collective Bargaining • Theories of Collective Bargaining • Hick's Analysis of Wages Setting under Collective Bargaining • Conflict-choice Model of Negotiation • A Behavioural Theory of Labour Negotiation• Levels of Bargaining, Coverage and Duration of Agreements •The Question of Managerial Prerogatives • Difficulties in the Bargaining Process and

Administration of Agreements • Approaches and Phases in Collective Bargaining

• Coalition Bargaining and Fractional Bargaining • Impasse Resolution • Contract Ratification

6. **Negotiating a Contract** ; • Pre-negotiation | Preparing the Charter of Demand(s) • Creating the Bargaining Team • Submission of COD • Costing of Labour Contracts • The Negotiation Process • Preparing for Negotiation • Communication Style • Breaking Deadlocks • Strategy and Tactics/Games Negotiators Play • Closing Successfully • Negotiating Integrative Agreements • Reviewing • | Negotiation and Collective Bargaining

7. **Concept of Grievance:** • Meaning and Definition • Causes/Sources of Grievances and how to locate them • 3. Legislative Aspect of a Grievance Procedure • 4. Need of a Grievance Procedure, Model Grievance Procedure: the machinery, procedure & essence. • Managerial Practices to Prevent Grievances • Grievance Resolution • Union's Perspective on Grievance Resolution

### **Methods of Assessment**

Assignment (30%), Mid-term (20%) and final examinations (50%)

### **Business Ethics and Corporate Governance**

Credits: 3

Proposed Primary Faculty: To be Decided

#### **Learning Objectives**

- To understand why human beings are ethical, why they are not
- To gain insight into and awareness of ethical behavior
- To become familiar with inherent conflicts in being ethical [if it weren't hard, everyone would do it]
- To gain practice in seeing the ethical dilemmas in common business situations, to recognize them and to find ways to resolve
- To broaden ones understanding of what it means to act rightly while in business

- To commit oneself to mutual ethical treatment of the human person and do ethical business and ethical leadership
- To make ethical decisions effectively and decisively based on ethical thinking and decision making processes using decision frameworks

### **Course Content**

1. Introduction: Why human beings are ethical, why they are not
2. Moral development in humans, theories, concepts
3. Definitions, theories of ethics and ethics projects
4. A Decision Making Model: Ethics as Making decisions and choices
5. Decision – making frameworks
6. Conflicts and Ethical Dilemmas – moral & ethical dilemmas
7. Ethics and Business: A sense of business ethics
8. Ethics and International Business: Ethics Issues beyond borders
9. Ethics and Economics: Ethical concerns of economic individuals and societies
10. Ethics and Environment: Environmental Ethics Awareness
11. Business and Social Responsibility: Connecting people with their communities and inspiring positive change
12. Behaviour of Business to its colleagues / competitors
13. Business Disciplines – Ethics of Marketing & advertising
14. Business Disciplines – Ethics of Finance & Accounting
15. Business Disciplines – Ethics of IT / ICT / Internet etc
16. Business Disciplines – Ethics of HR / and related aspects
17. Business Disciplines – Business response to environmental problems , environmental ethics
18. Business Disciplines – Production related ethical issues
19. Business Disciplines – International standards, corporate governance, corporate citizenship, Global reporting initiatives, Global compact, Millennium development goals, etc.

### **Methods of Assessment**

Assignment (30%), Mid-term (20%) and final examinations (50%)

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## **SUGGESTED READINGS FOR MBA HRM in Health and Hospitals**

### **Health and Development**

#### **Principles of Management**

- Essentials of Management – Koontz – TMGH -
- Principles & Practices of Management - Saxena
- Principles and Practices of Management - Shejwalkar and Ghanekar
- Management Concepts & Practices - Hannagan

### **Health Care Delivery System and Policy in India**

#### **Essentials of Bio-Statistics**

#### **Introduction to Epidemiology**

#### **Essentials of Demography**

#### **Essentials of Health Economics and Labour Economics : Theory & Practice**

- Managerial Economics – Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi.
- 2. Managerial Economics – Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
- 3. Managerial Economics – D. Salvatore, McGraw Hill, New Delhi.
- 4. Managerial Economics – Pearson and Lewis, Prentice Hall, New Delhi
- 5. Managerial Economics – G.S. Gupta, T M H, New Delhi.
- 6. Managerial Economics – Mote, Paul and Gupta, T M H, New Delhi.
- 7. Managerial Economics –Joel Dean, Prentice Hall, USA.
- 8. Managerial Economics –H L Ahuja, S Chand & Co. New Delhi.

#### **Organizational Behavior**

- Organizational Behaviour, 9th Ed. - Stephen Robbins
- Human Behaviour at work - Davis and Newstorm
- Organizational Behaviour - Uma Sekaran
- Organizational Behaviour - Fred Luthans
- Organizational Behaviour - K.Aswathappa
- Human Behaviour at Work - Keith Davis

- Organizational Behaviour - Jit S.Chandran
- Human Relations & Organizational Behaviour - R.S.Dwivedi
- Organizational Behaviour - McShane
- Organizational Behaviour - Sharma

### **Marketing Management**

- Principles of Marketing 12th Edition - Philip Kotler and Gary Armstrong
- Fundamentals of Marketing - Stanton
- Marketing Management – Rajan Saxena
- Marketing Management - V.S.Ramaswamy and S.Namakumari
- Case Studies in Marketing - Indian context - R.Srinivas

### **Business Strategy and Strategic Human Resources Management**

- A A Thompson Jr., A J Strickland III, J E Gamble, Crafting & Executing Strategy The Quest for Competitive Advantage, Tata McGraw Hill, 4th ed., 2005.
- Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill, 2004.
- Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari. 31Free Press, New York.
- Gary, Hamel and Prahalad, C. K. (1999). Competing for the Future. HBS Press. 5. Ed. C.A. Montgomery, M.E. Porter, Strategy – Seeking and Securing Competitive Advantage, Harvard Business Review Publications, 1991.
- Peter F. Drucker, Managing in a Time of Great Change, Truman Talley Books /Plume Penguin Group, 1998.
- Human Resources Management- Gary Dessler
- Personnel Management – C.B Mamoria
- Managing Human Resources - R.S. Dwivedi
- Human Resources Management-V.P.Michael
- Human Resources Management – Dr.P.C.Pardeshi

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- Human Resources Management – Mirza & Zaiyadin
- Human Resources Management – L.M.Prasad
- Human Resources Management - Ashwathappa

### **Basic Accounting and Financial Management**

- Introduction to Management Accounting - Horngreen and Sundlem
- Principles of Management Accounting - Manmohan & Goyal
- Management Accounting - Dr. E.B. Khedkar, Dr. D.B. Bharati and Dr. AB. Kharpas.
- Cost and Management Accounting - S.M.Inamdar
- Management Accounting - Dr. Mahesh Kulkarni
- Double Entry Book Keeping - T.S.Grewal
- Principles and Practice of Cost Accounting – Ashish K. Bhattacharya
- Management Accounting 3rd Ed. - Khan & Jain
- Theory & Problems in Management & Cost Accounting - Khan & Jain
- Cost Accounting – Jawaharlal
  - Financial Management – I.M.Pandey
  - Financial Management – Khan & Jain
  - Financial Management – S.M.Inamdar
  - Financial Management – N.M.Wechlekar
  - Financial Management – S.C.Kuchal
  - Financial Management & Policy – R.M.Shrivastava
  - Financial Management – Prasanna Chandra
  - Financial Management- P.V. Kulkarni

### **Business Communication**

- Lesikar, R.V. & Flatley, M.E. (2005). Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd. New Delhi.
- Ludlow, R. & Panton, F. (1998). The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd.
- Adair, J. (2003). Effective Communication. Pan Mcmillan.
- Thill, J. V. & Bovee, G. L. (1993). Excellence in Business Communication. McGraw Hill, New York.

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- Bowman, J.P. & Branchaw, P.P. (1987). Business Communications: From Process to Product. Dryden Press, Chicago.
- Business Communication : Concepts, Cases And Applications – Chaturvedi P. D, & Mukesh Chaturvedi ,2/e, Pearson Education, 2011 (Module 1, 2, 4, 5, & 7 ).
- Business Communication: Process And Product – Mary Ellen Guffey, 3/e, Cengage Learning, 2002. (Module 3)
- Communication – Rayudu C. S, HPH. 4. Business Communication – Lesikar, Flatley, Rentz & Pande, 11/e, TMH, 2010 (Module 1, 2, 4, 5, & 7).
- Advanced Business Communication – Penrose, Rasberry, Myers, 5/e, Cengage Learning, 2004 (Module 1, 5, 6 & 8).
- BCOM – Lehman, DuFrene, Sinha, Cengage Learning, 2/e 2012
  - Business Communiacation – Madhukar R. K, 2/e, Vikas Publishing House.
  - Effective Technical Communication - Ashraf Rizvi M, TMH, 2005.
  - Business Communication - Sehgal M. K & Khetrapal V, Excel
  - Business Communication – Krizan, Merrier, Jones, 8/e, Cengage Learning, 2012.
  - Basic Business Communication – Raj Kumar, Excel Books, 2010.
  - Website: <http://www.fundula.com/allcourses>

### **Research Methods in Management**

- Ready, Set, GO! A Student Guide to SPSS, Thomas Pavkov, Kent Pierce, TMH
- Donald R. Cooper, Pamela S. Schindler, Business Research Methods, 8/e, Tata McGraw-Hill Co. Ltd., 2006.
- 3. SPSS for Windows step by step, George & Mallery, Pearson
- 4. Data Analysis with SPSS, Carver and Nash, Cengage
- 5. S.P. Gupta : Statistical Analysis

## Essential of Hospital Services and Service Operations Management

### SECOND YEAR MODULES

**Talent Acquisition for Health:** Human Resource Planning, Job Analysis, Recruitment, Selection

- Human Resource Selection - Gatewood R. D, Field H. S, Barrick R. Cengage Learning, 2008.
- Recruiting, Interviewing, Selecting, and Orienting New Employees - Arthur D, PHI, 2011.
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