



RAIPUR | INDIA

KALINGA UNIVERSITY

SCHEME & SYLLABUS FOR CHOICE-BASED CREDIT SYSTEM

Bachelor of Vocational Studies (B.Voc.)

Hospital Administration



Kalinga University, Naya Raipur, Chhattisgarh

PROGRAM EDUCATIONAL OBJECTIVES (PEOs):

PEO1	Undergraduates will pursue studies in related fields including management and carry out research
PEO2	Undergraduates will perform as employers in private/government institutions rising up to top positions
PEO3	Undergraduates will become entrepreneurs

PROGRAM OUTCOMES (POs):

PO1	Critical Thinking: Take informed actions after identifying the assumptions that frame our thinking and actions, checking out the degree to which these assumptions are accurate and valid, and looking at our ideas and decisions (intellectual, organizational, and personal) from different perspectives.
PO2	Effective Communication: Speak, read, write, and listen clearly in person and through electronic media and make meaning of the world by connecting people, ideas, books, media, and technology.
PO3	Team Collaboration: Engage actively and constructively in team discussions, activities, and projects, valuing diverse perspectives and contributions from team members.
PO4	Decision-making: Participate in decision-making processes within the team, contributing insights, evaluating options, and supporting the team's collective choices.
PO5	Ethics: Recognize different value systems including your own, understand the moral dimensions of your decisions, and accept responsibility for them.
PO6	Adaptability: Embrace change and adapt to evolving team dynamics, roles, and objectives while maintaining a cooperative and flexible attitude.
PO7	Self-directed and Life-long Learning: Acquire the ability to engage in independent and life-long learning in the broadest context of socio-technological changes.

PROGRAM SPECIFIC OUTCOMES OBJECTIVES (PSOs):

PSO1	Acquire a deep understanding of the structure, functions, and processes involved in healthcare systems
PSO2	Develop necessary administrative skills to effectively manage various aspects of a healthcare facility, such as guiding patients in terms of administrative tasks, managing resources, and overseeing day-to-day operations to ensure a seamless patient experience
PSO3	Handle administrative tasks efficiently, ensure compliance with regulations, policies, and relevant legal aspects, promote quality improvement
PSO4	Gain knowledge of medical terminology, enabling students to understand and communicate effectively with healthcare professionals
PSO5	Develop skills in economics, accounting, and financial management tailored to the healthcare industry, including budgeting, billing, and insurance claims processing
PSO6	Ensure quality assurance and manage waste and risks in healthcare settings
PSO7	Communicate and collaborate with healthcare professionals, and communicate effectively with patients and stakeholders
PSO8	Gain proficiency in healthcare information technology systems, including electronic health records (EHR), health information management, and basic statistical analysis for healthcare data
PSO9	Carry out marketing activities and market research for healthcare services and products

B.VOC - HOSPITAL ADMINISTRATION

B.VoC in Hospital Administration is a full-time 3-year (6-semester course). There will be four theory papers and four viva-based courses in the 1st to 3rd semester, and the 4th to 6th semester will consist of off-campus internships and minor projects. In each semester, there will be two internal examinations/ assessments and one end-semester examination. Semester wise course structure along with the distribution of marks is as follows:

Semester - I						
Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA101	Foundation Course	4	-	70	30	100
BVHA102	Business Communication, IT Skills, and HIS	4	-	70	30	100
BVHA103	Hospital Waste, Disaster, and Medical Emergency Management	4	-	70	30	100
BVHA104	Healthcare Delivery System, Legal Aspects, Billing and Health Insurance	4	-	70	30	100
BVHA105P	Minor Project	-	2	70	30	100
BVHA106P	Communication Skills and Personality Development	4	-	70	30	100
BVHA107P	Time Management and Email Writing	4	-	70	30	100
BVHA108P	Resume Writing and Interview Skills	4	-	70	30	100
Total		30		560	240	800

Semester - II						
Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA201	Anatomy, Physiology, and Medical Terminology	4	-	70	30	100

BVHA202	Management and its Principles	4	-	70	30	100
BVHA203	Resource Management and Organizational Behaviour	4	-	70	30	100
BVHA204	Hospital Planning and Quality Management	4	-	70	30	100
BVHA205P	Minor Project	-	2	70	30	100
BVHA206P	Teamwork, Problem-solving, and Decision-making	4	-	70	30	100
BVHA207P	Stress Management, Quality Consciousness, and Ownership	4	-	70	30	100
BVHA208P	Resilience, Grit, Work Ethic and Inclusivity	4	-	70	30	100
Total		30		560	240	800

Semester - III						
Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA301	Research Methodology, Project and Supply Chain Management	4	-	70	30	100
BVHA302	Economics Part 1	4	-	70	30	100
BVHA303	Economics Part 2	4	-	70	30	100
BVHA304	Basic Accounting	4	-	70	30	100
BVHA305P	Minor Project	-	2	70	30	100
BVHA306P	Emotional Intelligence and Growth Mindset	4	-	70	30	100
BVHA307P	Conflict Management and Negotiation Skills	4	-	70	30	100
BVHA308P	Entrepreneurial Mindset and Leadership Skills	4	-	70	30	100
Total		30		560	240	800

Semester - IV						
Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA401P	Off-Campus Internship	-	18	280	120	400
BVHA402P	Minor Project	-	12	280	120	400
Total		30		560	240	800

Semester - V						
Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA501P	Off-Campus Internship	-	18	280	120	400
BVHA502P	Minor Project	-	12	280	120	400
Total		30		560	240	800

Semester - VI						
Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA601P	Off-Campus Internship	-	18	280	120	400
BVHA602P	Minor Project	-	12	280	120	400
Total		30		560	240	800

SEMESTER - I

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA101	Foundation Course	4	-	70	30	100

Objective

To equip participants with the essential skills and knowledge required to effectively manage front desk operations and various hospital services in healthcare and hospital settings.

Learning Outcomes

1. Describe the roles and responsibilities of a hospital front desk coordinator
2. Carry out report delivery process
3. Be able to handle different categories of patients - paid / non-paid, emergency, VIPs, etc.
4. Be able to handle irate customers and patient attendees and ensure patient satisfaction
5. Understand the basic components required for comfort of patient/carer's/visitors at healthcare organization
6. Know about OPD management: OPD timings, schedule, registration, billing, etc.
7. Differentiate between different laboratory tests
8. Be able to define different procedures taking place in a hospital on a day to day basis
9. Classify hospitals on basis of ownership and objective
10. Describe different hospital structure, hospital departments and organization chart
11. Describe various services - Emergency, IPD, OPD, Daycare, Support, Pharmacy, Diagnostic, Nursing, etc.

Unit I

12 Hrs

Hospital Front Office and Front Desk Coordinator (FDC), Policies for Front Office, Handling Patient Complaints, Answering Calls, Medical Records, Patient Comfort

Unit II

12 Hrs

Role of FDC in Marketing, Fire Hazard Safety, Common Laboratory Tests and Medical Procedures, Common Surgical Procedures, Doctors According to Specialization

Unit III

12 Hrs

Basic concept of Health and Hospital, Organisational structure, Grouping of hospital departments, Organisational chart, Health and health problems in India, Levels of Healthcare

Unit IV

12 Hrs

Classification of hospital services, Emergency Services, OPD Services, IPD Services, ICU and Operation Theatre Services

Unit V

12 Hrs

Hospital Services Part II, Daycare services in hospitals, Support & Pharmacy Services, Diagnostic & Laboratory Services, Nursing Units & Services, General Safety in Hospitals

TEXT AND REFERENCE BOOKS

1. Principles of Hospital Administration and Planning, B.M. Sakharkar, Jaypee Brothers Medical Publishers
2. Principles of Hospital Administration - JR Mc Gibony
3. Medical Terminology: A Short Course, Davi-Ellen Chabner, Saunders
4. <https://samples.jbpub.com/9780763779306/medical%20terminology.pdf>
5. Concepts of Health, Illness and Disease: A Comparative Perspective by Caroline Currer, Meg Stacey
6. Hospital and Health Services Administration: Principles and Practices - Tabish Syed Amin
7. https://cag.gov.in/uploads/download_audit_report/2019/Chapter_3_Diagnostic_Services_of_Report_No_2_of_2019_Hospital_Management_in_Uttar_Pradesh_Government_of_Uttar_Pradesh.pdf

Course Outcomes (COs):

- CO1 To learn about various sections of the hospital front office and their functions
- CO2 To understand various roles and responsibilities of a front desk coordinator
- CO3 To know about various policies, ways of handling patients and calls in hospital front office
- CO4 To understand medical records, patient comfort and role of FDC in marketing
- CO5 To understand about various common laboratory tests
- CO6 Study the common medical and surgical procedure in a hospital
- CO7 To know about basic concept of health and diseases
- CO8 To know about definition and various classification of hospital
- CO9 To understand hospital as an organization
- CO10 To know about various services provided by hospitals

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA102	Business Communication, IT Skills and HIS	4	-	70	30	100

Objective

To provide participants with a comprehensive understanding of effective business communication, essential IT skills, and the utilization of Healthcare Information Systems (HIS) in a healthcare context.

Learning Outcomes

1. Demonstrate effective use of written, verbal, and non-verbal communication
2. Be able to communicate effectively at the workplace
3. Operate computer for doing various work
4. Use MS Office for work related tasks
5. Know about different types of information collected in HIS and their uses
6. Implement different modules of the Hospital Information System

Unit I

12 Hrs

Communication: Methods and Types, Importance of effective communication, Written communication in a workplace, Communication with clients and customers, Steps to communicate with clients and customers, Tips to communicate effectively

Unit II

12 Hrs

Common communication failures in healthcare, Importance of effective communication in healthcare, Types of communication in healthcare, Effects of poor communication in healthcare, How to cope with anxiety while communicating bad news, Effective communication checklist

Unit III

12 Hrs

Characteristics, classification & applications of computer, Input & Output devices, Hardware, Software & Memory, Computer number system, Computer network, Operating System

Unit IV

12 Hrs

Basics of MS Word, Basics of MS Excel, Basics of MS Powerpoint

Unit V

12 Hrs

Introduction, Advantages of HIS, Different information collected in his and their uses, Role of databases in HIS, Difference between EMR and HER, Different Hospital Information System Modules

TEXT AND REFERENCE BOOKS

1. Principles of Hospital Administration and Planning, B.M. Sakharkar, Jaypee Brothers Medical Publishers
2. Textbook of Information Technology, SK Bansal, APH Publishing
3. Handbook of Computer Fundamentals, Nasib Singh Gill, Khanna Book Publishing Company
4. Hospital Information Systems: A Concise Study by Kelkar S.A, Prentice Hall India Learning Private Limited

Course Outcomes (COs):

- CO1 To know about communication, its methods and types
- CO2 To learn about effective communication at workplace and in healthcare
- CO3 To learn MS Office
- CO4 To understand different types of computer networks
- CO5 To understand HIS and its modules

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA103	Hospital Waste, Disaster and Medical Emergency Management	4	-	70	30	100

Objective

To equip students with the necessary knowledge and skills to effectively manage hospital waste, respond to disasters, and handle medical emergencies within a healthcare facility.

Learning Outcomes

1. Differentiate various types of infection and infection control practices
2. Enhance understanding of biomedical waste management
3. Carry out and manage appropriate methods for collection, treatment, and disposal of wastewater
4. Practice safety measures and safe disposal of hazardous hospital waste
5. Record and interpret vital signs
6. Understand indications and pathology related to vital signs
7. Assess patients based on vital signs
8. Know normal range of vital signs
9. Understand various medical emergency services
10. Perform the basic procedure of managing the emergency condition
11. Perform CPR for adults and children in case of an emergency
12. Provide basic treatment for choking in case of an emergency

Unit I

12 Hrs

Infection and Infection Control Practices, Biomedical waste (BMW) management, Waste Water Management in Healthcare, Disaster Management in a hospital

Unit II

12 Hrs

Vital Signs, Temperature, Pulse and Respiratory Rate, Blood Pressure, Pulse oximeter,

Unit III

12 Hrs

Medical emergency, Purpose of medical emergency services, Key points to remember in a medical emergency, Various medical emergency services

Unit IV

12 Hrs

Triage, Primary Survey, Secondary Survey, CPR (Cardiopulmonary resuscitation) in adults, Indications of CPR, Steps in CPR, Algorithm of Adult CPR, CPR in child, Indications of CPR, Steps in CPR

Unit V

12 Hrs

Choking/Foreign body airway obstruction, Risk factors of choking, Mechanism of occurrence of choking, Signs of choking, Complications of choking, Basic treatment of choking

TEXT AND REFERENCE BOOKS

1. Hospital Infection Control Guideline: Principles and Practice - Sanjeev Singh, Shakti Kumar Gupta, Sunil Kant
2. Emergency Medical Services & Disaster Management - Dr PK Dave, Dr Shakti Gupta, Dr NK Parmar, Dr Sunil Kant
3. Textbook of Emergency and Trauma Care, Devendra Richhariya, Jaypee Brothers Medical Publishers
4. Medical Emergencies in General Practice - S.P. Gupta & D.K. Gupta
5. https://www.blackwellpublishing.com/content/bpl_images/content_store/sample_chapter/1405135409/1405135409_4_016.pdf

Course Outcomes (COs):

- CO1 To know about infection and infection control management
- CO2 To learn about disposal of hospital waste
- CO3 To understand about waste water and disaster management
- CO4 To understand the meaning and importance of vital signs
- CO5 To understand the indications and pathology related to vital signs
- CO6 To know the various types and normal range of vital signs
- CO7 To understand how vital signs are recorded and interpreted
- CO8 To understand the term medical emergency
- CO9 To understand the purpose of medical emergency services
- CO10 To know the various medical emergency services
- CO11 To understand the basic procedure of managing the emergency condition
- CO12 To learn about CPR (Cardiopulmonary resuscitation) in adults and children
- CO13 To understand airway obstruction by choking
- CO14 To learn the basic treatment for choking

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA104	Healthcare Delivery System, Legal Aspects, Billing and Health Insurance	4	-	70	30	100

Objective

To provide students with a comprehensive understanding of the healthcare delivery landscape, legal considerations, billing processes, and health insurance systems.

Learning Outcomes

1. Be aware of major sectors of healthcare, problems of delivering healthcare and AYUSH system in India
2. Be aware about demography of India, its components and importance
3. Explain and follow the defined code of conduct
4. Be aware of consent in healthcare, its types and importance
5. Describe advantages and disadvantages of health insurance
6. Be aware about the various types of health insurance coverage in India
7. Understand history, characteristics and functions of IRDA
8. Be able to carry out claim process for medical policies under planned and emergency hospitalization
9. Facilitate various steps in the process of medical billing
10. Know about the need, importance and procedure followed for TPA in health insurance
11. Know about requirements for billing
12. Facilitate admission and discharge process in hospital
13. Knowledge about different rights of patient and HIPPA

Unit I

12 Hrs

Major healthcare sectors in India, Components of demography, Demography of India, Vital statistics and Census, Health scenario in India, Uses of epidemiology, Epidemiological triangle, Scope of epidemiology, Basic epidemiological approach

Unit II

12 Hrs

Indian judiciary system, Structure and functioning, Alternate dispute resolution methods, Laws Governing Commissioning of Hospitals, Laws Governing Sales, Storage of Drugs, and Safe Medication, Laws Governing Employment and Management of Manpower, Laws Governing the Management of Patients, Laws Governing Environmental Safety, Laws Governing Medicolegal Aspects, Laws Governing Business Aspects

Unit III

12 Hrs

Medical Records: definition and Importance of Medical Records, Duties of medical practitioners towards patients, Doctor patient contract, Rights of patients, The Dying declaration, Need and importance of Medical Ethics, Principles of medical ethics, Profession and professionalism, Defined code of conduct by paramedics, Duties of a paramedic to the public, Types of consent, Benefits, and Importance, Parts of consent

Unit V

12 Hrs

Basics of Health Insurance, Advantages and disadvantages of health insurance, Types of health insurances in India, Insurance Regulatory and Development Authority (IRDA), Claim, Claim settlement, Third party administrator (TPA), Role of TPA in health insurance, Reimbursement claims, Cashless claim, Key terms, Common responsibilities of medical billing person, Medical billing process, Reimbursement, Hospital Billing Methodologies, Functional and Non-functional Resource Requirements in Billing, Billing Discrepancies

Unit VI

12 Hrs

Admission process in hospitals, Admission Process; Discharge process, Discharge steps, Planning for patients discharge, Chart the patient's discharge, Health Insurance Portability and Accountability Act and its purpose, Protection of information in HIPAA, Right to privacy in Indian Healthcare, Digitisation in Indian healthcare

TEXT AND REFERENCE BOOKS

1. Principles of Hospital Administration and Planning, B.M. Sakharkar, Jaypee Brothers Medical Publishers
2. Healthcare delivery system in India by Dr Hem Chandra, Dr Manish Kumar Singh, Dr K Jamaluddin
3. Reflections on Medical Law and Ethics in India, B. Sandeepa Bhat, Eastern Law House
4. Medical Ethics Challenges and prospects in India - Subrata Sharma
5. A Guide to Health Insurance Billing by Marie A. Moisio
6. Understanding Health Insurance: A guide to billing and reimbursement by Michelle A.

Course Outcomes (COs):

- CO1 To know about different levels of healthcare
- CO2 To understand about different sectors of healthcare in India
- CO3 To understand demography of India
- CO4 To learn about scope of epidemiology
- CO5 To understand the concept of medical law and ethics
- CO6 To understand Code of Conduct and the defined Code of Conduct by paramedics
- CO7 To know about consent in healthcare, its types and importance
- CO8 To know about basic of health insurance
- CO9 To learn about IRDA
- CO10 To understand about claim process of medical policies

- CO11 To know about key terms used in billing
- CO12 To understand about various billing methods
- CO13 To know about functional and nonfunctional requirements in billing
- CO14 To understand billing discrepancies
- CO15 To learn about patient's rights protection and digitalization

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA105P	Minor Project	-	2	70	30	100

Objective

The objective of a minor project is to provide students with an opportunity to apply and consolidate the knowledge and skills they have acquired in their academic studies.

Learning Outcomes

- Through this project, students will get involved in hands-on application of the concepts they have studied which will facilitate skill enhancement and better retention.
- This is a form of experiential learning, which will also promotes students to innovate and explore in their subject areas, making them job-ready.

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA 106P	Communication Skills and Personality Development	4	-	70	30	100

Objective

To provide students with the necessary knowledge and techniques to enhance their communication abilities and cultivate a positive and effective personality.

Learning Outcomes

1. Use verbal and non-verbal communication
2. Effectively express thoughts
3. Actively listen and comprehend the other person's views and thoughts
4. Carry out effective dialogues
5. Maintain personal hygiene
6. Be well groomed as appropriate for the workplace
7. Develop positive body language and posture

Unit I

12 Hrs

Introduction to Communication Skills, Importance of communication skills, 7C's of communication, Barriers to effective communication

Unit II

12 Hrs

Types of Communication Skills, Verbal communication, Non-verbal communication
Self-confidence - Impact of self-confidence on communication, Developing self-confidence while communication

Unit III

12 Hrs

Greetings and Introductions, Greeting others, Introducing self, Introducing others

Unit IV

12 Hrs

Personal Hygiene, Importance of personal hygiene, Components of personal hygiene, Developing personal hygiene

Unit V

12 Hrs

Grooming, Grooming etiquette, Do's and Don'ts of Grooming, Body Language and Posture, Basics of body language, Correct body posture while sitting and standing

TEXT AND REFERENCE BOOKS

1. Communication, Ahuja, B.N. and S.S. Chopra, New Delhi: Surjeet Publications.
2. Personality Development and Soft Skills, Barun K Mitra

Course Outcomes (COs):

- CO1 To improve personal communication skills in terms of both verbal and non-verbal communication
- CO2 To learn how to be presentable at the workplace in terms of appearance, body language and posture

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA 107P	Time Management and Email Writing	4	-	70	30	100

Objective

To equip students with practical strategies to effectively manage their time and communicate efficiently through written emails.

Learning Outcomes

1. Prioritize tasks effectively
2. Carry out tasks as per their priority
3. Understand different types of emails at the workplace
4. Write effective emails

Unit I

12 Hrs

Concept of time management, Exploring the importance of effective time management

Unit II

12 Hrs

Introducing the Time Management Matrix (Eisenhower Matrix), Exploring the four quadrants of the matrix: Urgent and Important, Not Urgent but Important, Urgent but Not Important, Not Urgent and Not Important

Unit III

12 Hrs

Identifying personal time management challenges, Setting SMART goals for time management, Prioritization techniques and methods, Creating a daily/weekly schedule

Unit IV

12 Hrs

Introduction to email as a communication tool, Components of an email: To, Cc, Bcc, Subject, Body, Attachments, Proper email etiquette and professionalism

Unit V

12 Hrs

Different types of emails (e.g., formal, informal, business, personal), Crafting a compelling subject line, Structuring the email body: Introduction, main content, closing, Using appropriate tone and language, Addressing and responding to emails

TEXT AND REFERENCE BOOKS

1. English and Soft Skills, S P Dhanavel, Orient BlackSwan
2. Soft Skills, Interpersonal and Intrapersonal Skills Development, V&S Publishers

Course Outcomes (COs):

CO1 To learn how to manage time effectively in order to complete all relevant and required tasks in a timely manner

CO2 To learn how to write effective emails at the workplace

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA 108P	Resume Writing and Interview Skills	4	-	70	30	100

Objective

To provide students with the knowledge and techniques needed to create compelling resumes and excel in job interviews.

Learning Outcomes

1. Create a good resume that gets selected for job interview
2. Be well prepared for a job interview
3. Give and clear job interviews

Unit I

12 Hrs

Introduction to Resumes and Interviewing, Understanding the purpose and importance of a resume, Recognizing the significance of effective interview preparation

Unit II

12 Hrs

Crafting an Effective Resume, Writing a compelling resume objective or summary, Highlighting your skills, experiences, and achievements, Choosing an appropriate resume format and layout

Unit III

12 Hrs

Avoiding Resume Mistakes, Identifying and rectifying common errors in resume writing, Ensuring consistency and accuracy in your resume

Unit IV

12 Hrs

Preparing for Successful Interviews, Importance of pre-interview research and preparation, Developing strategies to build confidence and reduce anxiety, Navigating Interview Questions, Understanding different types of interview questions (e.g., behavioral, situational, technical), Formulating effective responses to showcase your qualifications

Unit V

12 Hrs

Interview Etiquette and Avoiding Mistakes, Proper interview attire and body language, Common interview etiquette and etiquette pitfalls to avoid

TEXT AND REFERENCE BOOKS

1. English and Soft Skills, S P Dhanavel, Orient BlackSwan
2. Soft Skills, Interpersonal and Intrapersonal Skills Development, V&S Publishers

Course Outcomes (COs):

- CO1 To learn how to create effective resumes for job applications
- CO2 To learn how to give impactful job interviews

SEMESTER - II

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA201	Anatomy, Physiology and Medical Terminology	4	-	70	30	100

Objective

To provide students with a foundational understanding of the human body's structure, function, and the terminology used in the medical field.

Learning Outcomes

1. Possess basic understanding of organization of body cells, tissues, organs, organ systems, membranes and glands in the human body
2. Possess basic understanding different types of organ systems including their structure and functions
3. Be able to understand and form medical terms by combining prefixes, suffixes and root words
4. Be able to associate medical terms with specific body systems
5. Identify and interpret diagnostic and symptomatic terms related to the pathophysiology specific to each body system
6. Describe designated diagnostic testing procedures (laboratory, x-ray, surgical, pharmacy, etc.)
7. Summarize and correctly interpret medical/clinical related materials
8. Develop an active vocabulary of selected medical terms

Unit I **12 Hrs**

Digestive System, Respiratory System, Circulatory System, Lymphatic System, Skeletal System

Unit II **12 Hrs**

Muscular System, Nervous System, Urinary System

Unit III **12 Hrs**

Reproductive System, Endocrine System, Integumentary System

Unit IV **12 Hrs**

Anatomical positions, Parts of medical terminology, Anatomical planes, Regional and directional terms of the human body

Unit V **12 Hrs**

Diagnostic and pathological suffixes and prefixes, Abbreviations & symbols

TEXT AND REFERENCE BOOKS

1. Applied Anatomy and Physiology, B.D. Chaurasia, CBS Publishers & Distributors Pvt. Ltd.
2. Textbook of Applied Anatomy and Physiology for Nurses With Free Practice Workbook 6ed by G Deepa PR Ashalatha
3. <https://d3bxy9euw4e147.cloudfront.net/oscms-qa/media/documents/AnatomyAndPhysiology-LR.pdf>
4. Medical Terminology: A Short Course, Davi-Ellen Chabner, Saunders
5. <https://samples.jbpub.com/9780763779306/medical%20terminology.pdf>

Course Outcomes (COs):

- CO1 To know about cells and tissue and their functions
- CO2 To understand different types of system in the human body and their functions
- CO3 To read and understand the language of medicine
- CO4 To understand various anatomical positions and anatomical planes
- CO5 To understand various terminologies related to body parts and different regions of the body
- CO6 To know about various directional terms and diagnostic, pathological, surgical, and grammatical suffixes
- CO7 To learn about prefixes of position, direction, number and measurement

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA202	Management and its Principles	4	-	70	30	100

Objective

To provide students with a comprehensive understanding of the principles, theories, and practices of effective management.

Learning Outcomes

1. Possess knowledge about principles of management
2. Understand importance, characteristics and objectives of business reengineering
3. Apply principles of six sigma
4. Know about lean management and its features
5. Know and apply essential elements used for the promotion of hospitals through marketing
6. Be aware about the benefits and bases of Market Segmentation in Healthcare
7. Implement different strategies of marketing targeting
8. Choose positioning strategies on different basis
9. Apply techniques to close sales

Unit I

12 Hrs

Basic concepts of management, Levels of management, Management as an art, science & profession, Nature of principles, Unity of command, Unity of direction, Functions of these management principles, Basic of planning and its purpose, Strategic and operational planning, Organizing and Organization, Multiple pyramids of organization, Authority relationship, Scalar principle and functional authority, Controlling and its purpose, Basic control process, and techniques

Unit II

12 Hrs

Management by objectives, Basics of financial management, Capital requirement and Financial feasibility, Revenue and cost centers, Key concepts used in the financial management of hospitals, Budgeting Process, Income and Expenditure statement, Balance Sheet, Financial Control and its requirements

Unit III

12 Hrs

Business process reengineering (BPR), Importance of reengineering in business, Objectives of business reengineering, Characteristics of business reengineering, BPR process, BPR in healthcare

Unit IV

12 Hrs

Principles of six sigma, Objectives, Methodology, Levels, Challenges, Role of six sigma in the healthcare industry, Features of lean management, Work Vs Waste in Lean Management, Features of lean management, Benefits of lean management, Goals & Principles of lean management, Lean Management Techniques, Lean Management Techniques, Application of lean management in Hospital, Lean waste in healthcare, Challenges in applying Lean management, Steps to implement lean, TPM & TQM

Unit V

12 Hrs

Elements of Marketing, Types of Marketing Mix, Activities enabling the marketing process, Elements of marketing, Market Segmentation and its bases, Market Targeting and its benefits, Targeting strategy, Market positioning, Marketing positioning strategy, Sales Process, Techniques of closing sales, Challenges in sales

TEXT AND REFERENCE BOOKS

1. Management: Management: A Global, Innovative and Entrepreneurial Perspective Harold Koontz
2. Management - JF Stoner
3. Leveraging Lean in Hospital Ancillary Services: Charles Protzman and Joyce Kerpchar
4. Business Process Reengineering - Automation Decision Points in Process Reengineering by Sanjay Mohapatra
5. Principles of Marketing - P Kotler & Armstrong
6. Essentials of Healthcare Marketing - E Brokovich
7. How to Market your Hospital without Selling your Philosophy - GD Kunders

Course Outcomes (COs):

- CO 1 To know basic concepts of management
- CO2 To understand about various levels of management
- CO3 To know various principles of management
- CO4 To learn basics of financial management
- CO5 To know about six sigma
- CO6 To understand lean management
- CO7 To understand meaning of marketing in health services
- CO8 To know in detail about marketing segmentation and its bases
- CO9 To know about sales and its process

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA203	Resource Management and Organizational Behaviour	4	-	70	30	100

Objective

To provide students with a comprehensive understanding of effectively managing organizational resources and fostering positive behaviors within an organization.

Learning Outcomes

1. Be aware about the functioning of HRM
2. Possess skills required for HRM
3. Possess knowledge about various policies of HRM - Objectives, types, qualities, etc.
4. Be able to deal with various problems and legal issues in HRM
5. Know about organizational behavior and its components - 1) People 2) Structure 3) Technology 4) Environmental
6. Know about factors of motivation that affect the performance of employees and be able to apply those at the workplace
7. Know about causes and effects of conflicts and be able to manage them
8. Know about functional areas of material management
9. Perform material management processes
10. Execute good inventory control method

Unit I

12 Hrs

Uses of HRM, Objectives, Role of human resources in Healthcare, Functions of HRM, Skills for HRM, Policy, Objectives of policies, Types of policies, Qualities of policies, Factors affecting policies, Advantages of HR policies, HR policies & their responsibilities, Revision of policies

Unit II

12 Hrs

Challenges of HR in the Indian Healthcare sector, Key HR issues limiting the healthcare system, Revision of problems & legal issues in HRM, Legal issues in human resources management

Unit III

12 Hrs

Definition, Various components of observational behavior, Theories of management, Objectives of observational behavior, Models of observational behavior, Personality and its importance, Determinants of personality, Locus of control, Motivation and its importance, Motivational factors, Maslow's theory, Hygiene's theory, Expectancy theory

Unit IV

12 Hrs

Perception and its importance in observational behaviour management, Perceptual process, Factors influencing perception, Theory of perception, Introduction to transactional analysis, Types of ego, Their interactions & outcomes, Conflicts, Importance of conflicts management in an organization, Causes, and Types of conflicts, Conflict resolution model

Unit V

12 Hrs

Material management process, Demand forecasting and standardization of items, Purchase, Tender system in procurement, Receipt and inspection, Stores and Documentation, Work flow chart, Inventory control, Issue and distribution, Disposal and condemnation, Minimising loss, Purpose of inventory, Method of good inventory control, Replenishment method, Types of inventory techniques

TEXT AND REFERENCE BOOKS

1. Personnel and Human Resource Management - David Adenzo, Stephen P Robbins
2. Principles of Hospital Administration and Planning, B.M. Sakharkar, Jaypee Brothers Medical Publishers
3. Organisational Behaviour - Stephen P Robbins
4. Management of Organisational Behaviour - Paul Hersey
5. Material Management Inventory Control and Logistics - AK Dutta
6. Hospital Stores Management: An integrated approach - Dr Shakti Gupta, Dr Sunil Kant

Course Outcomes (COs):

- CO1 To understand about human resource management
- CO2 To know about functions of human resource management (HRM)
- CO3 To know about various skills and policies of HRM
- CO4 To know about various problems and legal issues in HRM
- CO5 To understand the term organizational behavior
- CO6 To know about personality
- CO7 To learn about motivation factors in an organization
- CO8 To understand the importance of perception in organizational behavior management
- CO9 To understand Importance of conflicts management in an organization
- C10 To understand inventory/material management
- C11 To know types of inventory techniques

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA204	Hospital Planning and Quality Management	4	-	70	30	100

Objective

To equip students with the essential knowledge and skills required to effectively plan, design, and manage healthcare facilities while ensuring high standards of quality and patient care.

Learning Outcomes

1. Know about the process of designing a hospital
2. Understand objectives, goals, benefits and elements of green hospital and barriers to creating green hospital
3. Measure quality of care
4. Know the purpose of the quality assurance programme
5. Know about benefits of hospital accreditation
6. Have deep knowledge about standards manual
7. Understand difference between licensing and accreditation
8. Understand conceptual framework for evaluation of healthcare services and work as per that

Unit I

12 Hrs

Hospital planning, Importance of hospital planning, Benefits of hospital planning, Planning team, Steps of hospital pre-planning,

Unit II

12 Hrs

Hospital Designing, Design Process Implementation, Tendering and Award Of Contract, Construction, Strategic Planning, Shakedown period

Unit III

12 Hrs

Objectives, benefits and elements of a Green hospital, Quality, Dimensions of Quality and Continuous Quality Improvement, Good Quality Management in Hospitals

Unit IV

12 Hrs

Need for quality assurance, Purpose of quality assurance in hospitals, Quality Assurance Process, Clinical audit, Standards and Criteria for record review and medical audit, Quality Assurance Committee (QAC)

Unit V

12 Hrs

Benefits of Hospital Accreditation, NABH and its standards, JCI, Criteria for JCI Accreditation, Standards Manual, Patient-centered care, Hospital licensing and accreditation, Licensure, Difference between licensing and accreditation, Hospital-related license, Acts, rules, and regulations, Evaluation of Health Services

TEXT AND REFERENCE BOOKS

1. Principles of Hospital Administration and Planning, B.M. Sakharkar, Jaypee Brothers Medical Publishers
2. Planning, Designing and Maintaining of Hospitals - GD Kunders
3. Quality in Healthcare - Al Alassaf
4. Quality & Accreditation of Healthcare Organisations - WHO
5. Applying quality management in Healthcare - Diane L Kelly
6. Accreditation Manual : NABH

Course Outcomes (COs):

- CO1 To understand what is hospital planning
- CO2 To understand various steps of hospital planning
- CO3 To know about quality, dimensions of quality and continuous quality improvement in healthcare
- CO4 To know about hospital accreditation
- CO5 To understand the criteria for JCI accreditation
- CO6 To understand hospital licensing and accreditation

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA205P	Minor Project	-	2	70	30	100

Objective

The objective of a minor project is to provide students with an opportunity to apply and consolidate the knowledge and skills they have acquired in their academic studies.

Learning Outcomes

- Through this project, students will get involved in hands-on application of the concepts they have studied which will facilitate skill enhancement and better retention.
- This is a form of experiential learning, which will also promotes students to innovate and explore in their subject areas, making them job-ready.

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA 206P	Teamwork, Problem-solving and Decision-making	4	-	70	30	100

Objective

To provide students with the knowledge and skills required to collaborate effectively within teams, analyze and solve complex problems, and make informed and timely decisions

Learning Outcomes

1. Be an effective team player
2. Be able to think critically to come up with solutions to different types of problems
3. Be able to take effective decisions

Unit I

12 Hrs

Definition and importance of teamwork, Characteristics of high-performing teams, Types of teams: Cross-functional, virtual, and self-managed, Stages of team development: Forming, storming, norming, performing, adjourning, Team roles and responsibilities

Unit II

12 Hrs

Effective communication within teams, Active listening and feedback, Conflict resolution and negotiation, Building trust and psychological safety, Cross-cultural communication and diversity in teams

Unit III

12 Hrs

Problem-solving process: Define, analyze, generate, decide, implement, evaluate, Root cause analysis techniques, Creative thinking and brainstorming, Design thinking and user-centered problem-solving, Balancing intuition and analytical thinking

Unit IV

12 Hrs

Types of decisions: Routine, tactical, strategic, Decision-making models: Rational, bounded rationality, intuitive, Factors influencing decision-making: Cognitive biases and heuristics, Group decision-making techniques: Consensus, voting, nominal group technique, Ethical considerations in decision-making

Unit V

12 Hrs

Integrating teamwork, problem-solving, and decision-making in real-world scenarios, Leading effective team meetings, Implementing solutions and monitoring outcomes, Continuous improvement and learning from failures, Personal and professional growth through mastery of these skills

TEXT AND REFERENCE BOOKS

1. English and Soft Skills, S P Dhanavel, Orient BlackSwan
2. Soft Skills, Interpersonal and Intrapersonal Skills Development, V&S Publishers

Course outcomes (COs):

- CO1 To learn how to work effectively in a team
- CO2 To learn strategies to solve problems in life and at work
- CO3 To learn decision-making skills

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA207P	Stress Management, Quality Consciousness and Ownership	4	-	70	30	100

Objective

To provide students with strategies to effectively manage stress, cultivate a culture of quality consciousness, and take ownership of their actions and responsibilities.

Learning Outcomes

1. Manage stressful situations effectively
2. Maintain good quality in whatever work is done
3. Take full responsibility and ownership of self and team

Unit I

12 Hrs

Understanding Stress and its Impact, Conceptualizing stress: Definition, types, and sources of stress, Physiological and psychological effects of stress, Stress response: Fight-or-flight, general adaptation syndrome, Stressors in personal and professional life

Unit II

12 Hrs

Stress Management Techniques, Relaxation techniques: Deep breathing, progressive muscle relaxation, mindfulness, Time management and prioritization, Healthy lifestyle choices: Exercise, nutrition, sleep, Cognitive-behavioral strategies: Reframing, positive self-talk, Social support and communication skills

Unit III

12 Hrs

Quality consciousness and its significance in personal and professional contexts, Total Quality Management (TQM) principles, Customer focus and satisfaction, Process improvement methodologies: Six Sigma, Lean, PDCA (Plan-Do-Check-Act), Continuous improvement and Kaizen philosophy

Unit IV

12 Hrs

Taking Ownership of Tasks and Responsibilities, Ownership mindset: Definition and characteristics, Personal accountability and responsibility, Setting goals and aligning with organizational objectives, Time management and task prioritization, Problem-solving and decision-making skills

Unit V

12 Hrs

Integrating Concepts for Personal and Professional Success, Balancing stress management and quality consciousness, Creating a culture of ownership within organizations, Applying stress management techniques in leadership and teamwork, Quality-conscious leadership and its impact on organizational success, Sustaining personal and professional growth through ongoing learning

TEXT AND REFERENCE BOOKS

1. English and Soft Skills, S P Dhanavel, Orient BlackSwan
2. Soft Skills, Interpersonal and Intrapersonal Skills Development, V&S Publishers

Course Outcomes (COs):

- CO1 To learn different techniques of stress management and manage stress in different situations effectively
- CO2 To learn how to ensure good quality in the work we do
- CO3 To learn how to develop and take ownership of personal and professional tasks

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA208P	Resilience, Grit, Work Ethics and Inclusivity	4	-	70	30	100

Objective

To provide students with the knowledge and skills to develop resilience, exhibit strong work ethics, foster inclusivity, and embody grit in their personal and professional lives.

Learning Outcomes

1. Become a gritty and resilient person
2. Adopt workplace appropriate behavior
3. Ensure a diverse and an inclusive environment at the workplace

Unit I

12 Hrs

Introduction to Resilience, Understanding resilience: Definition and components, Importance of resilience in personal and professional contexts, Resilience vs. adaptability: Key distinctions, Resilience as a skill

Unit II

12 Hrs

Developing Grit and Persistence, Angela Duckworth's research, Characteristics of gritty individuals: Passion and perseverance, Overcoming setbacks and failures through grit, Resilience vs. grit: Complementary attributes, Strategies for enhancing grit and perseverance

Unit III

12 Hrs

Cultivating Strong Work Ethics, Work ethics defined: Values, attitudes, and behaviors, Professional integrity and ethical decision-making, Core work ethics principles, Accountability and responsibility in the workplace, Balancing work and personal values

Unit IV

12 Hrs

Fostering Inclusivity and Diversity, Inclusivity as a foundation for equitable environments, Dimensions of diversity: Cultural, social, and cognitive diversity, Recognizing unconscious bias and stereotypes, Building an inclusive workplace culture

Unit V

12 Hrs

Integrating Concepts for Personal and Professional Growth, Synergy between resilience, grit, work ethics, and inclusivity, Applying resilience and grit in facing workplace challenges, Work ethics in leadership and team dynamics, Inclusivity as a driver of innovation and collaboration
Sustaining personal and professional growth through continuous learning and adaptation

TEXT AND REFERENCE BOOKS

1. English and Soft Skills, S P Dhanavel, Orient BlackSwan
2. Soft Skills, Interpersonal and Intrapersonal Skills Development, V&S Publishers

Course Outcomes (COs):

- CO1 To learn about resilience and grit, and how to inculcate these in our lives
- CO2 To learn about appropriate behavior at the workplace
- CO3 To learn about diversity and inclusivity at the workplace

SEMESTER - III

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA301	Research Methodology, Project and Supply Chain Management	4	-	70	30	100

Objective

To provide participants with a comprehensive understanding of research techniques, project management principles, and supply chain dynamics.

Learning Outcomes

1. Calculate and know where to use mean, median and mode
2. Calculate range, inter-quartile, standard deviation
3. Use and work with hospital statistics
4. Knowledge about the process of research and major areas of research in hospital administration
5. Sample different sets of population
6. Collect data by the appropriate approach according to need and objectives of research
7. Create a research report in correct manner
8. Apply generally recognized framework and good practices of project management within the frameworks
9. Manages projects effectively including the management of scope, time, costs, and quality, ensuring project objectives are met
10. Apply processes required to manage the procurement for a project, including acquiring goods and services from outside the organization
11. Manages project risk, including identifying, analyzing and responding to risk
12. Analyze and manage stakeholder expectations and engagement to ensure a successful project outcome
13. Know about the five major areas in SCM and the SCM process
14. Conduct supply chain management in healthcare

Unit I

12 Hrs

Basic Definitions, Different types of data, Various measures of Central location, Use of various measures of Central location, Method of mean in Grouped Data, Properties and uses of Mean, Definition, Properties and Methods to calculate Median, Definition, Properties and Methods to calculate Mode, Definition measures of variation, Various measures of variation, Range and Interquartile Range, Standard Deviation, Method to calculate Standard Deviation, Properties and uses of Standard Deviation

Unit II **12 Hrs**
Presentation of Data, Various methods of presenting the data, Bar Chart types and construction, Pie Charts and their construction, Histogram, Frequency Polygon, and Line Graphs, Uses of hospital statistics, Basics of hospital utilization statistics, Various factors involved in hospital utilization statistics

Unit III **12 Hrs**
Basics of research, Major areas of research in hospital administration, Classification of different types of research based on application and objective, Types of sampling, Methods of data collection, Criteria for selecting research problem, Problem formulation, Common research problems in administration, How to write a research report

Unit IV **12 Hrs**
Introduction to project, Characteristics of project, Project constraints/ limitations, What is project management, Importance of project management, Project Classification, Project Life Cycle , Knowledge areas of project management, Agile methodology of project management, Tools and techniques of project management

Unit V **12 Hrs**
Supply chain management in hospital, Healthcare supply chain management, Approaches in Hospitals, Reason for Complexity of Healthcare Supply Chain Management, Importance of Supply chain management in healthcare, Challenges for SCM in healthcare, Challenges faced for supply chain management for hospital, Changes required for achieving better SCM

TEXT AND REFERENCE BOOKS:

1. Biostatistics & Research Methodology, Mahajan
2. Business Statistics, TR Jain, SC Aggarwal
3. Biostatistics & Research Methodology - Mahajan
4. Research methodology for health professionals, Goyal, R. C. (2010)
5. Project Management, Clifford F.Gray
6. Project Management, Dennis Lock
7. Introduction to Supply Chain Management by Handfield, Nichols
8. Supply Chain Management in Healthcare Industry by G V R K Acharyulu

Course Outcomes (COs):

- CO1 To know about statistics and biostatistics
- CO2 To understand about measures of central location
- CO3 To know about measures of variation
- CO4 To know about various methods of presenting data
- CO5 To know about research methodology
- CO6 To understand different types of research
- CO7 To learn about importance of problem formulation
- CO8 To know about sample and sampling
- CO9 To understand about data collection
- CO10 To learn about research writing
- CO11 To understand different classifications of a project and its life cycle
- CO12 To understand about components and strategies of project management
- CO13 To understand what is supply chain management (SCM)
- CO14 To know the process of supply chain management
- CO15 To understand the supply chain management and its approaches in healthcare industry

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA302	Economics Part 1	4	-	70	30	100

Objective

To provide students with a comprehensive understanding of the principles, concepts, and applications of microeconomics—the study of individual economic units and their interactions.

Learning Outcomes

1. Understand the main areas of research and basic topics in economics
2. Explain the fundamental problems of economics
3. Use demand and supply to make predictions about changes in prices and quantities
4. Explain the relationship between output and costs
5. Describe and distinguish between different types of markets
6. Explain the relations between economics variables
7. Define and explain the basic concepts and hypothesis in microeconomic theory and their relations
8. Analyze consumer equilibrium
9. Obtain and interpret elasticities
10. Analyze producer equilibrium
11. Define costs of production and short and long run cost functions
12. Define market, categorize markets and analyze perfectly competitive markets

Unit I **12 Hrs**

Meaning and types, Different branches of economics, Positive and normative science

Unit II **12 Hrs**

Central problems of the economy, Economic growth, Economic development

Unit III **12 Hrs**

Difference between goods and services, Classification of goods and services, Significance of goods and services in an economy

Unit IV **12 Hrs**

Production, Consumption, Capital Formation, Factors of production, Factor of incomes

Unit V **12 Hrs**

Utility, Indifference curve, Demand, Market Demand, Supply, Market supply, Elasticity of demand, Production and costs, Types of market structure, Externality, Types of good

TEXT AND REFERENCE BOOKS

1. Handbook of Economics by Arihant Experts
2. A Concise Handbook of the Indian Economy in the 21st Century by Ashima Goyal, Oxford
3. Microeconomics: For BBA, T.R. Jain
4. Principles of Microeconomics, 7th Edition (Mankiw's Principles of Economics) by N. Gregory Mankiw
5. Microeconomics: Principles, Problems, & Policies (McGraw-Hill Series in Economics) by Campbell McConnell, Stanley Brue, and Sean Flynn

Course Outcomes (COs):

- CO1 To understand about demand and supply and its elasticity and application
- CO2 To learn about output and costs in an economy
- CO3 To understand about perfect competition, monopoly and monopolistic competition
- CO4 To know about consumer preferences and the concept of utility
- CO5 To understand theory of demand, market demand and elasticities
- CO6 To understand about determination of market price

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA303	Economics Part 2	4	-	70	30	100

Objective

To provide participants with a comprehensive understanding of the principles, concepts, and theories that govern the behavior of entire economies.

Learning Outcomes

1. Define the field of research and the fundamental conceptions of macroeconomics, and explain the relationships between macroeconomic variables
2. Understand the relationships between money, interest and national income in closed and open economies
3. Understand aggregate demand and aggregate supply models
4. Understand and analyze the underlying economic frameworks appropriate to study health and health care
5. Describe market failures in the provision of healthcare and the justifications for government policy
6. Compare and contrast the different market environments in which health and health policy decisions must be made
7. Apply a rational approach in the evaluation of government intervention and programs in health

Unit I

12 Hrs

National Income Accounts, Gross Domestic Product, National Income, Personal, and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money – Cambridge version, Classical aggregate demand curve, Classical theory of interest rate, the effect of fiscal and monetary policy

Unit II

12 Hrs

Simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier (investment, Government expenditure, lump sum tax, foreign trade), the effect of fiscal and monetary policy, crowding out, the composition of output and policy mix, policy mix in action

Unit III

12 Hrs

IS-LM model: properties of IS-LM curves, factors affecting the position and slope of IS-LM curves, determination of equilibrium income and interest rates, the effect of monetary and fiscal policy, the relative effectiveness of monetary and fiscal policy

Unit IV

12 Hrs

Functions of money, the quantity theory of money, determination of money supply and demand, H theory of money multiplier, indicators and instruments of monetary control; Inflation: meaning, demand, and supply side factors, consequences of inflation, anti-inflationary policies, natural rate theory, monetary policy-output, and inflation, Phillips curve (short run and long run)

Unit V

12 Hrs

Brief introduction to BoP account, the market for foreign exchange and exchange rate, monetary and fiscal policy in the open economy, Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate)

TEXT AND REFERENCE BOOKS

1. Macro Economics: Theory and Policy, Ahuja H.L., S. Chand & Co. Ltd.
2. Macro Economics, D. N. Dwivedi, Tata McGraw Hill
3. Understanding Health Economics - A guide for healthcare decision makers, Paul R Macrone, UK Kogan
4. Health Economics 2nd Edition 2017 by N.K. Anand & Shikha Goel

Course outcomes (COs):

- CO1 To understand about macroeconomics and its variables
- CO2 To know about consumption, investment and saving in an economy
- CO3 To learn about asset market, money and prices
- CO4 To understand about health economics
- CO5 To know about production, costs and technology in health economics
- CO6 To learn about demand for health capital and demand and supply of health insurance

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA304	Basic Accounting	4	-	70	30	100

Objective

To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis, and interpretation.

Learning Outcomes

1. Acquire conceptual knowledge of basics of accounting
2. Identify events that need to be recorded in the accounting records
3. Develop the skill of recording financial transactions and preparation of reports
4. Describe the role of accounting information and its limitations
5. Possess knowledge about the accounting process and preparation of final accounts of sole trader
6. Identify and analyze the reasons for the difference between cash book and pass book balances
7. Recognize circumstances providing for increased exposure to errors and frauds
8. Determine the useful life and value of the depreciable asset

Unit I

12 Hrs

Accounting terms, Objectives, Need and Characteristics of accounting, Branches of accounting, Users of accounting information, Limitations of Accounting

Unit II

12 Hrs

Types of accounts, Accounting cycle, Accrual basis, Credit, Debit, Double-entry accounting system

Unit III

12 Hrs

Accounting cycle, Bookkeeping, Methods of accounting, Steps in accounting, Methodology of recording, Types of value, Ledger posting, Trial balance

Unit IV

12 Hrs

Meaning of accounting principles and related terms, Generally Accepted Accounting Principles, Classification of accounting principles

Unit V

12 Hrs

Meaning of accounting standards, Purpose of accounting standards, Objective of accounting standards, Difference between accounting concepts/principles and accounting standards, List of accounting standards in India, Few accounting standards in detail

TEXT AND REFERENCE BOOKS

1. Fundamentals of Accounting, Mukherjee & Hanif, Tata McGraw Hill
2. An Introduction to Accountancy, S.N. Maheshwari, Vikas Publication
3. Financial Accounting, Guruprasad Murthy, Himalaya Publishing

Course Outcomes (COs):

- CO1 To understand the meaning, nature, functions and usefulness of accounting
- CO2 To learn about different terms and steps involved in accounting
- CO3 To understand accounting rules and double entry system
- CO4 To learn about preparation of voucher, journal, ledger and trial balance
- CO5 To learn about preparation of trading account, manufacturing account, profit and loss account and balance sheet along with adjustments
- CO6 To learn about preparation of cash flow statements and company accounts
- CO7 To understand about basics of financial statement analysis and its objectives

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA305P	Minor Project	-	2	70	30	100

Objective

The objective of a minor project is to provide students with an opportunity to apply and consolidate the knowledge and skills they have acquired in their academic studies.

Learning Outcomes

- Through this project, students will get involved in hands-on application of the concepts they have studied which will facilitate skill enhancement and better retention.
- This is a form of experiential learning, which will also promotes students to innovate and explore in their subject areas, making them job-ready.

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA 306P	Emotional Intelligence and Growth Mindset	4	-	70	30	100

Objective

To provide students with the knowledge and skills to enhance their emotional intelligence and develop a growth mindset for personal and professional growth.

Learning Outcomes

1. Develop self-awareness and self-management of personal emotions
2. Develop and improve all components of emotional intelligence
3. Identify self-limiting beliefs that may be sabotaging success
4. Identify personal fixed mindset triggers
5. Develop strategies to shift from a fixed to growth mindset

Unit I

12 Hrs

Defining emotional intelligence and its importance, Components of emotional intelligence: Self-awareness, self-regulation, motivation, empathy, social skills, Understanding the concept of a growth mindset, Fixed mindset vs. growth mindset: Key differences and implications, The connection between emotional intelligence and a growth mindset

Unit II

12 Hrs

Enhancing self-awareness: Recognizing emotions, strengths, and weaknesses, Strategies for self-regulation and emotional control, Mindfulness and emotional awareness, Emotion management techniques: Stress reduction, Impulse control, Leveraging emotional intelligence for personal effectiveness

Unit III

12 Hrs

Importance of interpersonal skills and relationship management, Effective communication and active listening, Empathy as a cornerstone of emotional intelligence, Cultivating empathy and understanding others' perspectives, Resolving conflicts and navigating challenging conversations

Unit IV

12 Hrs

Intrinsic vs. extrinsic motivation, Harnessing emotions for motivation and goal achievement, Emotional resilience and coping strategies, Applying emotional intelligence in professional settings

Unit V

12 Hrs

Fixed mindset vs Growth mindset, Importance of growth mindset, Triggers of fixed mindset, Strategies to develop growth mindset, Growth mindset in personal life, Growth mindset at the workplace

TEXT AND REFERENCE BOOKS

1. English and Soft Skills, S P Dhanavel, Orient BlackSwan
2. Soft Skills, Interpersonal and Intrapersonal Skills Development, V&S Publishers

Course Outcomes (COs):

CO1 To learn about emotional intelligence and emotional quotient, and to improve interpersonal and intrapersonal skills

CO2 To learn about fixed mindset triggers and make conscious choices about the way one approaches adversity, problem solving, creativity, and more.

CO3 To learn to assess your current mindset and develop habits that turn fixed mindset in to growth

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA 307P	Conflict Management and Negotiation Skills	4	-	70	30	100

Objective

To provide students with the knowledge and techniques to effectively manage conflicts, resolve disputes, and negotiate successful outcomes in various personal and professional situations

Learning Outcomes

1. Identify conflicts and resolve them effectively
2. Be able to carry out a negotiation

Unit I

12 Hrs

Conflicts, How conflicts occur, Disagreements based on values, ideas and desires, Types of conflicts in personal and professional life, Personal conflicts, Interpersonal conflicts, Intergroup conflicts, Intragroup conflicts

Unit II

12 Hrs

Conflict management, Importance of conflict management, Personal and interpersonal benefits of conflict and their effective management, Outcomes of poor conflict management

Unit III

12 Hrs

Ways to manage conflict, Steps of effective conflict management, Clarifying the issue, Actively listening and communicating, Listing possible solutions, Mutually agreeing to a solution

Unit IV

12 Hrs

Negotiation, Negotiation in daily life, Importance of negotiations, Possible outcomes of a negotiation - Win-win, Win-Lose, Lose-Win, Lose-Lose, Negotiations at the workplace

Unit V

12 Hrs

Importance of negotiation skills, Interpersonal skills development through negotiations, Steps of effective negotiation - Gather information and prepare, Positive approach, Focus on interests, Negotiate well, Seal the deal

TEXT AND REFERENCE BOOKS

1. English and Soft Skills, S P Dhanavel, Orient BlackSwan
2. Soft Skills, Interpersonal and Intrapersonal Skills Development, V&S Publishers

Course Outcomes (COs):

CO1 To learn what are conflicts and how to resolve them

CO2 To learn how to negotiate effectively in any situation

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA 308P	Entrepreneurial Mindset and Leadership Skills	4	-	70	30	100

Objective

To equip participants with the knowledge and abilities required to cultivate an entrepreneurial mindset and develop effective leadership skills in various professional settings.

Learning Outcomes

1. Develop an entrepreneurial mindset in personal and professional life
2. Develop various entrepreneurial skills
3. Develop leadership skills

Unit I

12 Hrs

Entrepreneurs and changemakers, Journeys of different entrepreneurs, Characteristics of an entrepreneur, Entrepreneurial skills and traits, Identifying opportunities and working on them

Unit II

12 Hrs

Importance of entrepreneurial mindset, Entrepreneurial mindset in personal and professional life, Strategies to identify and develop entrepreneurial skills in self

Unit III

12 Hrs

Leader, Journeys of different leaders and the impact they created, Characteristics of a leader, Good and bad qualities in a leader, Leadership roles

Unit IV

12 Hrs

Leadership skills, Leadership in personal and professional lives, Importance of leadership skills, Relationship building, Inspirational leadership, Empowerment

Unit V

12 Hrs

Different types of leadership skills that make a strong leader, Strategic thinking, Strong communication, Problem-solving, Dependability, Taking initiative, Conflict management

TEXT AND REFERENCE BOOKS

1. English and Soft Skills, S P Dhanavel, Orient BlackSwan
2. Soft Skills, Interpersonal and Intrapersonal Skills Development, V&S Publishers

Course Outcomes (COs):

- CO1 To learn what is an entrepreneurial mindset
- CO2 To learn how to develop an entrepreneurial mindset
- CO3 To learn who is a leader
- CO4 To learn what are a leader's characteristics

SEMESTER - IV

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA401P	Off campus Internship	-	18	280	120	400

Objective

The objective of an off campus internship is to offer students a platform to translate theoretical learning into practical experience within a professional work environment.

Learning Outcomes

- During the off-campus internship, students will directly apply the theories and knowledge they've gained in their academic studies to practical tasks and real-world situations.
- It provides a unique form of experiential learning in which students actively immerse themselves in real professional experiences, giving them a chance to learn from direct interaction with the real work environment, colleagues, and challenges.
- The internship becomes a platform for them to utilize their abilities in a real-world setting, making them more capable in their future roles.
- The exposure gained through the off campus internship prepares students for the demands of the job market. By actively participating in a professional environment, they gain insights into the expectations and requirements of respective fields.

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA 402P	Minor Project	-	12	280	120	400

Objective

The objective of a minor project is to provide students with an opportunity to apply and consolidate the knowledge and skills they have acquired in their academic studies.

Learning Outcomes

- Through this project, students will get involved in hands-on application of the concepts they have studied which will facilitate skill enhancement and better retention.
- This is a form of experiential learning, which will also promotes students to innovate and explore in their subject areas, making them job-ready.

SEMESTER - V

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA 501P	Off campus Internship	-	18	280	120	400

Objective

The objective of an off campus internship is to offer students a platform to translate theoretical learning into practical experience within a professional work environment.

Learning Outcomes

- During the off-campus internship, students will directly apply the theories and knowledge they've gained in their academic studies to practical tasks and real-world situations.
- It provides a unique form of experiential learning in which students actively immerse themselves in real professional experiences, giving them a chance to learn from direct interaction with the real work environment, colleagues, and challenges.
- The internship becomes a platform for them to utilize their abilities in a real-world setting, making them more capable in their future roles.
- The exposure gained through the off campus internship prepares students for the demands of the job market. By actively participating in a professional environment, they gain insights into the expectations and requirements of respective fields.

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA 502P	Minor Project	-	12	280	120	400

Objective

The objective of a minor project is to provide students with an opportunity to apply and consolidate the knowledge and skills they have acquired in their academic studies.

Learning Outcomes

- Through this project, students will get involved in hands-on application of the concepts they have studied which will facilitate skill enhancement and better retention.
- This is a form of experiential learning, which will also promotes students to innovate and explore in their subject areas, making them job-ready.

SEMESTER - VI

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA601P	Off campus Internship	-	18	280	120	400

Objective

The objective of an off campus internship is to offer students a platform to translate theoretical learning into practical experience within a professional work environment.

Learning Outcomes

- During the off-campus internship, students will directly apply the theories and knowledge they've gained in their academic studies to practical tasks and real-world situations.
- It provides a unique form of experiential learning in which students actively immerse themselves in real professional experiences, giving them a chance to learn from direct interaction with the real work environment, colleagues, and challenges.
- The internship becomes a platform for them to utilize their abilities in a real-world setting, making them more capable in their future roles.
- The exposure gained through the off campus internship prepares students for the demands of the job market. By actively participating in a professional environment, they gain insights into the expectations and requirements of respective fields.

Subject Code	Name of the Subject	Credits Scheme		Examination		
		L	P	External	Internal	Total
BVHA 602P	Minor Project	-	12	280	120	400

Objective

The objective of a minor project is to provide students with an opportunity to apply and consolidate the knowledge and skills they have acquired in their academic studies.

Learning Outcomes

- Through this project, students will get involved in hands-on application of the concepts they have studied which will facilitate skill enhancement and better retention.
- This is a form of experiential learning, which will also promotes students to innovate and explore in their subject areas, making them job-ready.



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