



Aryabhata Knowledge University

Mithapur, Patna

Hospital Management Degree Course

Syllabus for Bachelor of Hospital Management 1st Year

S.N.	Main subject's	Theory	IA	Practical/ Viva	Total
1.	Principle of management & Organizational Behaviour	70	30	NA	100
2.	Medical Terminology	70	30	NA	100
3.	Hospital & Health System	70	30	NA	100
4.	Hospital operation Management	70	30	NA	100

Subsidiary Subjects

5.	Communication Skills & Personality Development	20	15	15	50
6.	Computer	20	15	15	50
Total		320	150	30	500

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SUBJECT-PRINCIPLE OF MANAGEMENT & ORGANIZATIONAL BEHAVIOR

Module	Topics
I	The evolution of Management, Definition and importance of Management, Henry Fayol's fourteen principles of management, Planning, Nature of Planning, Planning Process, Objectives, MBO Decision-making Concept of Decision making, Process of decision-making, Types of decisions, Techniques in decision-making
II	Introduction of Organizing, Organization structure, Formal and informal organizations, Types of Organization, span of control, authority & responsibility, decentralization, matrix organizations, Controlling, importance of controlling, controlling process, types of control, factors influencing control effectiveness.
III	Introduction of Organizational Behavior: historical development, principles of Organizational behavior, challenges and opportunities. Personality: Meaning, determinants, The Big Five Model, Attitude: Formation, components of attitudes, relation between attitude and behavior. Group Dynamics Meaning of group, types of group, The Five Stage Model of Group Development, Group Structure
IV	Motivation: Meaning, Theories of motivation-Maslow's Hierarchy of Needs theory, two factor theory, Theory X and Y, Alderfer's ERG theory, McClelland's Theory of Needs, application of motivational theories. Leadership: Meaning, styles of leadership, leadership theories- trait theory, managerial grid theory, Fiedler's Model. Organizational conflict: definition, sources, types of conflict resolution of conflict

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SUBJECT – MEDICAL TERMINOLOGY.

Module	Topic
I.	Basics of Prescription Reading, Common Latin term used in prescription writing, Study of standard abbreviations used in prescription, Study of common abbreviations used in various departments of hospitals.
II.	Basics of Medical Terminology, Commonly used prefixes in medical terminology, Commonly used suffixes in medical terminology, Commonly used root words in medical terminology, Commonly used medical terms to define different parts of the body
III.	Overview of various kinds of Medical Imaging,
IV.	Fundamentals of Digestive system, Fundamentals of Cardio-Vascular System, Fundamentals of Respiratory System.
V.	Basic Concept on Elementary Diseases of Human System, Elementary Diseases of Musculo - skeletal System (Arthritis, Osteoporosis, Bone Fracture etc.) Elementary Diseases of Urinary System (Dialysis, Nephritis, BPH & Hydronephrosis), Elementary Diseases of Respiratory System (Asthma, Pneumonia, Tuberculosis .)
VI.	Fundamentals of medical Terms used by Medical terminology used by Cardiologist Medical terminology used by Neurologist Medical terminology used by Nephrologist Medical terminology used by Gastro- intestinologist Medical terminology used by ENT surgeon Medical terminology used by Dentist Medical terminology used by Orthopedic surgeon

SUBJECT:-HOSPITAL & HEALTH SYSTEM

Module	Topic
I.	Definition and meaning of hospital, history of hospital ,functions of hospitals, Classification of hospital, Teaching / Non-teaching, Super speciality / General, Govt./Non- Govt. Large/small, Accredited / Non-accredited, Present status of hospitals in India, Hospital viewed as a system , Origin ,Evolution & Growth of Hospitals, Importance of Hospitals in Society, Levels of care Health care delivery system in India, Hospitals in the framework of India's Health Policy.
II.	Various departments in Hospitals, Major functions & services offered at Hospitals, Unique features of Hospitals, Licenses & Approvals required to set up & run Hospitals, Type of Workforce, Hospital Organization – Structure & Function, Hospital committees required in Hospitals, Type of Equipment & machinery required in Hospitals.
III.	Definition, concept, use of epidemiology, Concept of disease, Concept of disease causation, Natural History of disease, Iceberg phenomenon of disease, Mode of Intervention, Infectious Disease Epidemiology (Epidemic, Endemic, Pandemic, Sporadic) Basic Measurements of Epidemiology (Mortality, Morbidity) Epidemiological Methods: Observational, Analytical, Experimental Investigation of an Epidemic, Dynamics of disease transmission Control Prevention of disease, Immunizing agents its uses and roles, Epidemiology of Communicable diseases

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IV.	National Health Policy, Health for All by 2000 AD ,Health committee and their Recommendations, Health Programme in India:- National Health Programmes (National Dengue control programme, National Leprosy Eradication Control Programme, National Framework for Malaria Elimination (2016-2030) programme, NACP-IV(2012-2017), RNTCP, Universal Immunisation Programme including Indradhanush , RCH Phase II, Vision2020, National Health Mission, National Mental Health Programme , National Family Planning Programme.
V.	Definition, Meaning of Public Health, Approaches of Public Health, Community diagnosis and need assessment Epidemiological basis for healthcare management, Right to health, Responsibilities of Health, Community Participation.

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SUBJECT:-HOSPITAL OPERATIONS MANAGEMENT

Module	Topic
I.	Major functions of Hospital Operations Management dept. – Reception, Registration, Admission, Transfer, Billing & Discharge, Coordination with various departments(brief detail about department – Medical, Housekeeping, Security, MRD , Lab, Radiology, Maintenance, Transport, Stores Inventory: IT, F&B, Managing operational issues of OPD, IPD, Emergency, Day care, ICU & OT, Patient Education and Counselling, Managing Information Centre & Appointment scheduling, Managing TPA / Insurance help desk, Report dispatch & delivery system.
II.	Qualities required in a Hospital Operations team – Personal & Managerial skills, Job responsibilities of a Hospital Operations Manager, Disaster management, Handling patient grievances, Ensuring patient safety, Patient satisfaction & Feedback mechanism, Handling of VIP patients , Documentation Policies, SOP & Reporting Issues, Challenges & Innovations in Hospital Operations Management.
III.	Medical Record Department:- Definition Of Medical Record, Types of Medical Record, Importance of Medical Record, Flow chart of function of Medical Record. Characteristics of Medical Record, ownership of Medical Record, Coding, Indexing, Filing, Computerization of Medical Record, Microfilming, Hospital statistics, International Classification of Disease, Process of arranging medical records, Organization & management of Medical Record Department, Retention of Medical Record, Preservation of Medical Record, Role of Medical Record Employee, Medico legal cases, Introduction of Medical Audit, Types of Medical Audit (open file and closed file). Procedures & Importance of Medical Audit.
IV.	Hospital Inventory Management:- Definition & Meaning of Inventory control, objectives of inventory control, types of inventory control, LIFO, FIFO, ABC/VED/SDE analysis, lead time, buffer stock- reorder level, economic order quantity. types of inventory control Systems, Hospital Stores Department & Store management , Material Management Process:-Demand Forecasting & planning, purchasing, receipt ,inspection& stores .Inventory control issues and distribution, Disposal & condemnation , Minimising losses & pilferage , types of

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	stores in hospital, Preservation of Stores.
V.	Hospital Purchase Management:- Definition & Meaning of purchasing, objectives of purchasing, 5 R's of purchasing, Purchasing process, Centralized & Decentralized purchasing, Introduction Hospital Purchase management, vendor selection & evaluation, vendor rating, methods of payments, tendering procedures, concept & frame work of supply chain management, Strategies for Hospital equipment Planning and Selection, Hospital equipment Utilization Distribution Management, Distribution of materials to various departments & auxiliary services.

SUBJECT-COMMUNICATION SKILLS & PERSONALITY DEVELOPMENT

Module	Topic
I	Functional Grammar & Vocabulary: Tense: Formation and application; Affirmative / Negative / Interrogative formation; Modals and their usage; Conditional sentences; Direct and indirect speech; Active and passive voice; usage of common phrasal verbs, synonyms & antonyms.
II	Reading Skills: Comprehension passages; reading and understanding articles from technical writing, interpreting texts: analytic texts, descriptive texts, discursive texts; SQ3R reading strategy. Writing Skills: Writing business letters - enquiries, complaints, sales, adjustment, collection letters, replies to complaint & enquiry letters; Job applications, Résumé, Memo, Notice, Agenda, Reports - types & format, E-mail etiquette, advertisements
III	FUNDAMENTALS OF MANAGERIAL COMMUNICATION 1. Definition & Meaning of communication 2. Verbal & Non-Verbal communication. 3. Process of communication 4. Effective media for communication in Hospital professional 5. Barriers of effective communication in Hospitals 6. Role & Objective of communication in Hospitals.

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IV	Definitions & Basics of personality, importance of personality, Body language Listening & Speaking Listening Skills: Listening process, Types of listening; Barriers in effective listening, strategies of effective listening. Speaking Skills : Presentations, Extempore, Role-plays, GD, Interview.
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PRACTICAL

Module	Topic
I	Conversation on current issues
II	Group Discussion, Mock Interview
III	Powerpoint Presentation, Role Play

SUBJECT - COMPUTER

Module	Topic
I	Basic Concepts: Characteristics of a Computer; Advantages of Computers; Limitation of Computers; Types of Computers; Applications of computers, Hardware, Firmware, Livewire; Software; System Software: Operating system, Translators, interpreter, compiler; Overview of operating system, function of operating system; Application software: General Purpose Packaged Software and tailor-made software.
II.	Internet: Meaning of Internet; Growth of internet, Owner of Internet, Anatomy of Internet, Net Etiquette ; World Wide Web; Internet Protocols, Usage of Internet to society, Search Engines.
III.	Word Processing: Introduction to word Processing; Word processing concepts, Working with word document, Opening an existing document/creating a new document; Saving, Selecting text, Editing text, Finding and replacing text, Formatting text, Bullets and numbering, Tabs, Paragraph Formatting, Page Setup, reference management.

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IV.	Introduction to Computer security: Security Threats, Security Measures, Basic concepts of Data Encryption and Decryption, Digital signature, Digital envelop.
V.	Presentation Software: Creating a presentation; Editing, Sorting, Layout, Set-up row, Inserting audio, video, process flow chart, creating template, info-graphics etc.

Syllabus for Bachelor of Hospital Management 2nd Year

S.no	Main subject's	Theory	IA	Practical/ Viva	Total
1.	Marketing Management	70	30	NA	100
2.	Support utility & clinical services	70	30	NA	100
3.	Health Economics & Health Insurance	70	30	NA	100
4.	Hospital Information System	70	30	NA	100

Subsidiary Subjects

5.	Hospital Overview	20	15	15	50
6.	Clinical law & Medical Ethics	35	15	NA	50
Total		335	150	15	500

SUBJECT:- MARKETING MANAGEMENT.

Module	Topics
I	<p>Introduction: Definition, nature, scope and importance of Marketing, Marketing mix, Marketing environment, Marketing concepts-traditional and modern.</p> <p>Consumer Behavior and Market Segmentation: Nature and significance of consumer behavior; stages and participation in buying process, Market segmentation - concepts and importance; Bases for consumer market segmentation.</p>
II	<p>Product: Concept of Product; product line New Product development, Product life cycle concept.</p> <p>Pricing : Importance of price in the marketing mix; Factors affecting price, methods of pricing.</p>
III	<p>Promotion: Nature and importance of promotion-promotional methods-advertising-personal selling-sales promotion.</p> <p>Channels of distribution: Concept and role ;Types of distribution channels; Factors affecting choice of a distribution channel.</p>
IV	<p>Differentiating and Positioning: Tools for competitive differentiation, developing a positioning strategy.</p>
V	<p>Service Marketing: Segment wise classification of health-care service marketing, different types of customers in hospitals and their characteristic features, different components of health-care service marketing-mix, service, Gaps model By Parsuraman.</p>
VI	<p>Current Marketing Trends in Health Care Units: Application of Digital Media and Social Media Marketing, Use of Marketing Analytics in healthcare units, Use of online platforms for formulating and communicating marketing strategies in healthcare units during crisis.</p>

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SUBJECT: - SUPPORT, UTILITY & CLINICAL SERVICES

Module	Topic
I	Meaning of support and utility services & their importance, Hospital Infection control
II	Clinical services: Functions, location, work flow, physical facilities, design & space requirement, staffing, equipment, managerial issues of the following departments -Operation Theatre ,Outpatient Department, Inpatient Department & Emergency Department, Intensive Care Unit & Ward Management.
III	Support services: Functions, location, work flow, physical facilities, design & space requirement, staffing, equipment, managerial issues of the following departments -Radiology, Diagnostic and therapeutic Services, Blood Bank, Pharmacy CSSD
IV	Utility services: Functions, location, work flow, physical facilities, design & space requirement, staffing, equipment, managerial issues of the following departments - Laundry , Housekeeping, Security Services ,Transport Services & Maintenance management Mortuary
V	Disaster Management-Types, Disaster Preparedness Plan, Disaster cycle, Triage Fire Hazards and Fire Manual Guideline-Elements of Fire-Fire Hazard-Cause of Hospital Fire-Fire points and Escape route. Introduction of Hospital waste management (including Biomedical Waste Management Act,1998).

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SUBJECT: HEALTH ECONOMICS & HEALTH INSURANCE

Module	Topic
I.	The Fundamentals of Economics - Economic Organizations- Utility, Wealth, Production, Capital- Central Problems of an Economy, Demand-meaning- determinants of demand- law of demand- elasticity of demand-price, income and cross elasticity. Short-run and long-run costs, average and marginal costs, total, fixed and variable costs. Various forms of markets- perfect competition, Monopoly, Monopolistic competition and Oligopoly-Pricing strategies.
II.	Scope and coverage of Health Economics ,Health as an investment- Population and Economic Development- Health financing from various sources; Cost Benefit Analysis and Cost Effective ,Analysis-Health Care Budget: Purpose, types and practices in Indian context., : Economics of Health Programmes for Nutrition Economics of abuse of tobacco & Alcohol Economics of Breast feeding.
III.	Introduction to insurance : health insurance-meaning, types & importance insurance vs assurance ,Insurance as a tool for managing risk. Insurance documentation: proposal forms-standard form of declaration-nature of questions in a proposal form- elements of proposal-role of intermediary -acceptance of proposal-payment of premium in advance- method of payment of premium -policy document Health insurance market in India.
IV.	Classification of health insurance Insurance Product – Introduction Definition- Features of health policies etc Guidelines on standardization in health insurance , Government models of Health Insurance Rastriyo Swastha Bima Yojna , Pradhan Mantri Surakhsha Bima Yojna, Pradhan Mantri Jan Dhan Yojna, Swastha sathi Social security scheme in India – ESI , EPF, Micro insurance scheme
V.	Health management in insurance-stake holders in claim process-management of health insurance claims. Different health Insurance and their Features: Legal features of an insurance contract. Grievance Redressal.

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SUBJECT: HOSPITAL INFORMATION SYSTEM

Module	Topic
I	Basic Information Concepts-Data and Information, Classification of Information ,Quality of Information ,Resources of Information, Concept of Management and System, Component of System Executive Information system , Decision support system
II	Hospital Information System - Genesis, scope, basic management cycles in hospitals, categories of information system in hospitals, sources of health information, uses of health and hospital data managing information system ,and need of information in hospital. Advantages of Hospital Information Systems, Development Of Hospital Information Systems
III	The Electronic health record- Functions of the health record, Changing functions of the patients record, Advantages of the paper record ,Disadvantages of the paper record , Optically scanned records Advantages of the EHR ,Disadvantages of the EHR, Roadblocks and challenges to EHR, Implementation-The future of HIS
IV	Basics of Electronic Communications-Methods of accessing information, Telemedicine, Types of Technology - Clinical initiatives -Administrative initiatives, Advantages of and Barriers to telemedicine, Future trends, Knowledge management , Advances in public health, Speech recognition, Wireless computing Security, Barriers to Information Technology implementation
V	Customer Relationship Management (CRM) : Definition, Concept, Types, Reasons behind adopting CRM in healthcare units, Advantages and Disadvantages of CRM.

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SUBJECT-HOSPITAL OVERVIEW (Industrial visit)

Module	Topic
I	Concept of Modern Hospital & Privatization In Health Sector, Concept of Health Care Industry & Its Ever-Changing Character, Understanding Functioning of Corporate Multi-Specialty Hospital, Health Scenario of India- Past, Present And Future, Public Sector Hospitals And The Levels Of Care Offered.
II.	Functioning Of Modern Hospitals & Changing Need of Patients, Hospitality In Hospital Care, Managerial Activities For Effective Hospital Functioning
III.	Effects of Globalization In Health Care, Concept of Corporate Hospital In Developing Countries, Infrastructure And Lay Out of An Ideal Corporate Hospital.

SUBJECT-: CLINICAL LAW AND MEDICAL ETHICS

Module	Topic
I	General Law of Contract ,Essentials of a Contract , Offer and acceptance , Capacity of Parties , Free Consent, Consideration and legality of object Void agreement and Contingent Contract , Implied and Expressed Consent
II	Consumer Protection Act ,1986Bihar Clinical Establishment Act 2010 Legal aspects relating to organ transplantation, Medical Termination of Pregnancy Act, 1971.
III	Drugs and Cosmetic Acts, PNDT Act, Definition & Meaning of ethics. Principles & rules of Ethics, Law of Ethics , Geneva Declaration
IV	Law in relation to medical profession-Indian Medical degree Act 1916,Indian Medical Council act , Medical Negligence , Professional misconduct , Helsinki declaration on medical research, ICMR guidelines of medical research.

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Syllabus for Bachelor of Hospital Management 3rd Year

Sl.no	Main subject's	Theory	IA	Practical / Viva	Total
1.	Enviornmental Studies & Ecology	70	30	NA	100
2.	Quality in Healthcare	70	30	NA	100
3.	Human Resource Management	70	30	NA	100
4.	Financial Management and Risk Analysis	70	30	NA	100

Subsidiary Subjects

5.	Fundamental of Research Methodology.	35	15	NA	50
6.	Major Project.	NA	NA	50	50
Total		315	135	50	500

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SUBJECT:- ENVIRONMENT & ECOLOGY

Module	Topic
I.	Introduction, Multidisciplinary nature , Scope and importance; the need for environmental education. Concept of sustainability and sustainable development.
II.	Ecosystems: Definition, Structure: food chains, food webs and function of ecosystem: Energy flow, nutrient cycle and ecological succession. Ecological Interactions, Biodiversity and Conservation – Levels, India as a mega-biodiversity nation, Threats to biodiversity, Ecosystem and biodiversity services
III.	Environmental Pollution - Types:- Air pollution, Water pollution, Land pollution, Noise pollution; pollutants, Effects of pollution, Control and Remedial measures.
IV.	Environmental Protection- Report of the Club of Rome: Sustainable Development, Different Renewable Energy Sources- Wind Power, Water Power, Bio Fuel/Solid Bio Mass, Geothermal Energy, Nuclear Power, Environmental Movements- Chipko movement; Narmada Bachao movement; Tehri Dam conflict.
V.	Environmental policies and Legislations: Environmental Regulations Different Acts, Environmental Ethics Environmental Impact Assessment (EIA), EIA – Methods and Tools, Appraisal and Clearance for Industry, Evaluation System.

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SUBJECT: QUALITY IN HEALTH CARE

Module	Topic
I.	Fundamentals of Quality Management: Introduction - Objectives - Concept of Quality Care and Quality Management, Dimensions of quality in health care Contribution of quality gurus; Juran , Deming. Approaches to measurement of Quality. Techniques of Quality Management: Improving Hospital Performance.
II.	Patient Participation - Quality Health Care through Patient Satisfaction - Conceptual model of potential Contribution in quality in the health care system-Implementation of quality management system in improving healthcare system, Quality Circle.
III.	Organization wide quality improvement in Health care: Introduction-organizing for quality assessment—Quality Assurance and quality improvements Assessing Quality Health Care: Attributes of Quality in Health Care Attributes of a Good Patient Practitioners Relationship Measurement of Quality Procedure for formulating explicit Criteria and standards. Determinants of Quality - Structure - Process - Outcome
IV.	Total Quality Management - Definition, underlying concepts, implementation and measurement. Role of communication in implementing TQM. Six Sigma , Lean Thinking, Kaizen, 5 S (theoretical knowledge only)
V.	Fundamentals of ISO 9001:2000 (objectives and components), Accreditation - NABH, NABL Accreditation and JCI.

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SUBJECT-: HUMAN RESOURCE MANAGEMENT

Module	Topic
I.	Human Resource Management-Overview Introduction of the paper, Definition of Human Resource, Definition & Concept of Personnel Management, Comparison between Personnel Management & HR. Nature, Aim and Objectives, Scope & Coverage & Nature of HRM, Importance of Human Resource Management. Historical Perspective & Evolution of Human Resource Management in India. Development of HR Functions, Structure & Function of HR Manager, Role of Line Managers in Managing Human Resources. Difference Between Line Function and Staff Function. Changing Function of Human Resource Management with Examples
II.	Human Resource Planning Meaning, Objectives, Importance of Human Resource Planning, Need for HR Planning, Assessment of Available HR in the Organization, Work Load Analysis, Manning Norms, Demand Analysis of Future Requirement of HR, HR Policy.
III.	Job Analysis: Concept, Uses, Job Description, Job Specification, Methods of collecting Job Analysis Data, Job Evaluation, Talent Acquisition and Training: Recruitment: Definition, Sources of Selection, Process of Selection, Difference Between Recruitment and Selection. Training: Definition, Difference between Training, Development and Education, Different Methods of Training.
IV.	HRD: Definition, objective, process of HRD, Assessment of HRD Needs, HRD Methods, Introduction to Performance appraisal: Purpose, Methods, Appraisal instruments, 360 degree Appraisal, HR Score Card, Errors in appraisal, Potential Appraisal, Appraisal Interview, ;
V.	Emerging Areas: International Human Resource Management: Concept, Need, Objectives and Features. Modern Human Resource Management Practice. Modern HR Trends, Managing Human Capital, Talent Management. Case Lets and Class Activities (Applying HRM Techniques) & Consumer protection Act.

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SUBJECT:-ACCOUNTS & FINANCIAL MANAGEMENT.

Module.	Topic
I.	Introduction: Introduction to Accounting Meaning Of Accounting., Objectives of Accounting and Advantages of Accounting. Introduction: Concepts, Nature, Scope, Function and Objectives of Financial Management, Time Value of Money, Risk and Return.
II.	Analysis and Interpretation of Corporate Final Accounts: Recording of Transactions Double Entry System. Rules of Debit and Credit Journal and Ledger. Preparation of Trial Balance, Profit and Loss Account, Preparation of Balance Sheet. Preparation of Cash Flow Statement as per Accounting Standard and its Analysis
III.	Financing Decision: Capital structure, cost of capital and valuation Designing capital structure. Leverage Analysis: Developing the Concept of Leverage in Finance. Computation and inferences of Degree of Operating Leverage, Financial Leverage and Combined Leverage.
IV.	Investment Decisions: Analysis of Risk and Uncertainty. Concept and Computation of Time Value of Money, DCF and Non DCF methods of Investment Appraisal. Project selection on the basis of Investment Decisions. Valuating Investment Proposals for Decision Making. Capital Rationing
V.	Management of Working Capital: Concepts, components, Determinants and need of Working Capital. Computation of Working Capital for a Company
VI.	Risk Management: Option valuation, Derivatives: Managing financial Risk

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SUBJECT-: FUNDAMENTALS OF RESEARCH METHODOLOGY

Module	Topic
I	Meaning & Definition of Research-, Objectives of Research ,Types of Research ,Research process, Distinguish between Research method vs. Research methodology, Research problem and technique involved in defining problem.
II	Introduction of Research Design, Importance of Research design Features of a good research design, concept of various research design. Data collection Methods:- Interview Method, Observational Method, Questionnaires, Case Studies, Action Research, Secondary Sources.
III	Types of Research Data, Qualitative Data and Quantitative Data, One sample and two sample test for means of small sample(t-test), Chi-square test for goodness of fit and independence of attributes, F test for two sample of Standard Deviation and ANOVA.
IV	Introduction of Report Writing , Significance of report writing, Layout of research report- Title Page, Abstract, Body, Introduction, Methods, Sample, Measures, Design, Results, Conclusions, References, Tables, Figures, Appendices.

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Internship Programme in Hospital

Operations Department	6 Months
A) Inpatient Department	2 Months
B) Outpatient Department	2 Months
C) Intensive care unit	2 Months

Internship Programme in Hospital

Administrative Department	6 Months
A) Human Resource Management	2 Months
B) Quality Department	2 Months
C) Medical Record/Store Department	2 Months

Total 1 Year Internship Programme

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