

Appendix-48
Resolution No. 38-27
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B.Voc. (Health Care Management)

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Bachelor of Vocation – Healthcare Management (Semester -7)

Undergraduate Curriculum Framework 2022(UGCF)

DISCIPLINE SPECIFIC CORE COURSE – 19: Leadership & Motivation in Healthcare

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSC19- Leadership & Motivation in Healthcare	4	3	1	0	Class XII pass	Nil

Learning Objectives

The course aims to create an understanding of the various leadership theories amongst the upcoming leaders in order to decide as to which style of leadership they should follow in numerous situations that they might encounter in their careers or personal lives.

Learning outcomes

By the end of this course, students should be able to:

1. Understand the fundamental principles of leadership and motivation in the context of healthcare.
2. Analyze the impact of effective leadership on healthcare organizations and patient outcomes.
3. Evaluate different leadership styles and their applications in healthcare settings.
4. Identify strategies to motivate healthcare professionals and enhance team performance.
5. Develop skills for effective communication, conflict resolution, and decision-making in healthcare leadership roles.
6. Recognize the challenges and ethical considerations in healthcare leadership and motivation.
7. Apply leadership and motivation concepts to real-world healthcare scenarios.

SYLLABUS OF DSC-19

Unit 1(10 hours)

Introduction- Meaning of Leadership, Definitions of leadership, Significance of leadership, Difference between leadership and management, Basic styles of leadership – autocratic,

democratic, laissez faire (meaning, features, advantages, disadvantages and suitability), Rensis Likert styles of management, Tanenbaum and Schmidt Model.

Unit 2-(15 hours)

Theories of Leadership: Traditional Theories Great Man Theory, Trait Theory, Behavioral Theories- Ohio Studies, Michigan Studies, Managerial Grid, Contingency theories- Fiedler's Theory, Hersey and Blanchard Situational Model, Path Goal Theory, Transformational Leadership, Transactional Leadership, Charismatic Leadership, Servant Leadership, Ethical Leadership, Case studies on effective healthcare leaders.

Unit -3 (10 hours)

Theories of motivation and their relevance to healthcare professionals, Maslow's need hierarchy theory, theory x, theory y, McClelland's Theory of Motivation, Alderfer's ERG Theory, Herzberg Theory, Reinforcement theory, equity theory, Vroom's expectancy theory.

Unit 4 (10 hours)

Ethical Leadership & Transformational Leadership in healthcare, developing leadership skills to drive positive transformations, Leadership challenges during crises and emergencies, Resilience and self-care for healthcare leaders, Implementing evidence-based practices for better patient outcome.

Essential/recommended readings-

1. Ajaikumar , B.S.(2021) Excellence Has No Borders: How a Doctorpreneur Created a World –Class Cancer Hospital Chain , Harper Collins India.
2. Trehan Naresh, (2018).The Heart Truth : Untold Stories of Leadership in Healthcare.Harper Collins India.
3. Shetty, D.P (2015) Affordable Excellence : The story of Narayana Health .Penguin Random House India.
4. Panda, R. (2020).Second Opinions : Stories of Hope , Resilience, and Leadership in Medicine .Penguin Random House India.

Suggestive readings-

1. Chalil ,J., Kapur,P., &Nalapat M.(2021).India Beyond The Pandemic: A Sustainable Path Towards Global Leadership.Springer.
2. Bhatia ,R. (2020). Managing Healthcare Services: Strategic Leadership for Transformational Change. Sage Publications
3. Jassal, S.(2022). Leadership in Healthcare :A Comprehensive Approach .Sage Publications.
4. Shah ,V. (2021)Innovative Leadership in Healthcare: Shaping Tomorrow's Healthcare .Springer.
5. Reddy , G.R.(2020) .Inspiring Healthcare Leadership : Motivation , Strategy and Excellence .Springer

Note:Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

GENERAL ELECTIVE – 7: Crisis Management in Healthcare

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course Title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
GE-7- Crisis Management in Healthcare	4	3	1	0	Class XII pass	GE-6 of B.Voc-HM

Learning Objectives

This course provides a comprehensive understanding of crisis management in healthcare settings. It explores the principles, strategies, and best practices for effectively managing crises that may arise in healthcare organizations, including natural disasters, pandemics, medical emergencies, and other critical incidents. The course emphasizes proactive planning, crisis response, and recovery to ensure the continuity of healthcare services and patient safety during challenging times.

Learning outcomes

Upon successful completion of this course, students will be able to:

1. Define and explain the principles of crisis management in the healthcare context.
2. Assess the vulnerabilities and risks that healthcare organizations may face during crises.
3. Create a comprehensive crisis management plan tailored to a specific healthcare setting.
4. Implement crisis response measures efficiently to mitigate the impact of a crisis.
5. Communicate effectively with stakeholders, patients, and the public during a crisis.
6. Draw insights from past healthcare crises to enhance crisis management approaches.

SYLLABUS OF GE-7

Unit 1(5 hours)

Introduction to Crisis Management- Definition and scope of crisis management in healthcare, Understanding the importance of proactive crisis planning, Identifying common types of healthcare crises, Crisis Management Centres - design and operation

Unit 2(20 hours)

Crisis Assessment and Preparedness- Risk assessment and vulnerability analysis in healthcare settings., Developing crisis management teams and protocols, Creating crisis communication plans, Crisis Response and Resource Management, Implementing crisis response measures in healthcare organizations, Allocating and managing resources during a crisis, Ensuring patient safety and continuity of care.

Unit 3(10 hours)

Crisis Communication and Public Relations- Importance of transparent and timely communication during a crisis, Addressing misinformation and managing public perception,

Media engagement and crisis communication strategies, Media and Crisis Communications, Media Interview Training.

Unit 4(10 hours)

Crisis Recovery and Resilience- Strategies for post-crisis recovery and adaptation, Building resilience in healthcare organizations; Evaluating the effectiveness of crisis management efforts. Exercise Excellence - design, delivery, review, Preparing for Epidemics, Pandemics and Disasters in the Workplace, Supporting People after Traumatic Incidents.

Essential/recommended readings-

1. Trehan,N .(2021)Managing Health Crises: From the Frontlines of Healthcare Leadership. Harper Collins India.
2. Pankaj Gupta.(2020) Healthcare Crisis Management : Handling Emergency Situations in Healthcare Settings.Harper Collins India.
3. Agarwal,A. (2021) . Leading Through Crisis: Resilience and Recovery in Healthcare .Springer.
4. Varma , A.(2020).Crisis Management in Healthcare Organizations: Risk and Response. Wiley India.
5. Sundar, S. (2021). Pandemic Crisis Management: Lessons from India's Healthcare System. Springer.

Suggestive readings-

1. Kumar, R. (2022). Crisis Leadership in Healthcare : Navigating through Challenging Times. Springer.
2. Menon, G.K. (2022). Crisis management in Healthcare Organizations: A Comprehensive Guide. Springer.
3. Rao, K.S. (2020).Healthcare Crisis Management in India: Strategies and Solutions.Springer.
4. Agarwal , N. (2021) Healthcare Crisis Management: From Risk to Recovery .Jaypee Brothers Medical Publishers.
5. Mohan , C. (2021) , Managing Public Health Crises: Leadership Communication and Response.Springer.

Note:Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

Discipline Specific Elective 5: Materials Management in Healthcare

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSE-5 Materials Management in Healthcare	4	3	1	0	Class XII pass	Nil

Learning Objectives

This course provides an overview of materials management principles and practices in the healthcare industry. It focuses on the effective management of medical supplies, equipment, and other materials to ensure their timely availability, cost-effectiveness, and quality in healthcare settings. Students will explore various aspects of materials procurement, inventory control, distribution, and vendor management specific to healthcare organizations.

Learning outcomes

Upon successful completion of this course, students will be able to:

1. Understand the importance of materials management in healthcare and its impact on patient care, safety, and operational efficiency.
2. Identify and apply various materials management techniques and best practices in healthcare settings.
3. Analyze and optimize the inventory management process to reduce costs while maintaining adequate stock levels.
4. Evaluate the selection criteria for healthcare suppliers and establish effective vendor relationships.
5. Utilize technology and software tools to enhance materials management processes in healthcare organizations.

SYLLABUS OF DSE-5

Unit 1(5 hours)

Introduction to Materials Management in Healthcare- Definition, scope and importance of materials management, Aims, objectives & principles of materials management; Materials Cycle,

Importance of materials management in healthcare, Materials management challenges in healthcare settings, Integrated Approach to Materials planning & control.

Unit 2(10 hours)

Inventory Control- Definition & objectives of inventory control, Types of inventory cost, Pareto' law ABC/VED/SDE analysis, Basic inventory management techniques, Economic Order Quantity (EOQ) and Reorder Point (ROP) analysis, Stock rotation and expiry management in healthcare.

Unit 3(10 hours)

Materials Procurement in Healthcare- Purchasing process, meaning of purchasing, Objectives of purchasing, 5 R's of purchasing, Centralized & Decentralized purchasing, General principles of procurement of medicine, Identifying healthcare materials needs and requirements, Request for Proposal (RFP) and Request for Quotation (RFQ) processes, Supplier selection and evaluation criteria, Vendor Management.

Unit 4(5 hours)

Stores Management- Responsibilities and functioning of stores, Types of Medical Stores, planning of hospital stores, Location, lay-out planning and design of hospital stores, Preservation of stores, documentation & evaluation of stores.

Unit 5(10 hours)

Equipment Management - Classification of Hospital equipment, Planning and selection of equipment, Factors affecting utilization of equipment, Equipment failure, documentation, equipment maintenance and its types and Equipment audit.

Unit 6(5 hours)

Future Trends/Sustainability in Materials Management- Emerging technologies and innovations in healthcare materials management, Predictive analytics and artificial intelligence applications in materials management, Green procurement and eco-friendly materials, Waste management and disposal considerations in healthcare, Sustainable practices in materials management.

Essential/recommended readings

1. Jhamb, L.C. (2011) ,Production and Operations Management. Everest Publishing House .
2. Bhatt, K.S. (2007) Production and materials management.Himalaya Publishing House.
3. Gupta, Shakti.(2012) Hospital stores management: An integral approach .Jaypee Brothers Medical Publishers.
4. Gupta.A.K.(2015) Materials Management : An Integrated Approach. Jaypee Brothers Medical Publishers

Suggestive readings-

1. Gopalakrishnan, P. (2010).Materials Management. Prentice –Hall of India
2. Arora , P.(2008).Material Management. Global India Publications.
3. Ganesh,K .(2019).Healthcare Supply Chain Management.Springer.
4. Institute of Supply Chain Management. (Website: <https://www.iscm.co.in/>)

Note:Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

Bachelor of Vocation – Healthcare Management (Semester -8)

Undergraduate Curriculum Framework 2022(UGCF)

DISCIPLINE SPECIFIC CORE COURSE – 20: Sustainability in Healthcare Sector

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSC-20 Sustainability in Healthcare sector	4	3	1	0	Class XII pass	Nil

Learning Objectives

This course aims to build a deeper understanding of the importance of a more sustainable healthcare environment and to develop competency in the knowledge and skills related to “greening the healthcare environment” including communication, leadership, environmental sustainability, systems and processes and organizational knowledge.

Learning outcomes

By the end of this course, students should be able to:

1. Understand the concept of sustainability and its relevance to the healthcare sector.
2. Analyze the environmental, social, and economic impacts of healthcare practices.
3. Evaluate sustainable healthcare strategies and their potential benefits.
4. Apply sustainable practices to healthcare facilities, operations, and waste management.
5. Critically assess the role of technology and innovation in promoting sustainability in healthcare.
6. Identify challenges and barriers to implementing sustainability in healthcare and propose solutions.

7. Recognize the importance of community engagement and advocacy for sustainable healthcare.
8. Develop a comprehensive plan for integrating sustainability into healthcare systems.

SYLLABUS OF DSC-20

Unit 1(10 hours)

Introduction to Sustainable Healthcare- Definition, Importance of Sustainability, Impact of Healthcare on Environment, The triple bottom line approach: balancing environmental, social, and economic aspects, Energy consumption in healthcare facilities, Building Sustainable Hospitals.

Unit 2-(15 hours)

Sustainable Healthcare Strategies- Understanding the concept of Green Hospitals, Carbon foot-printing for healthcare, Elements of a Green Hospital, Planning & Implementation of Green Building, LEED certification.

Unit -3 (10 hours)

Smart & Sustainable Quality Improvement- evaluating quality standards in sustainability, Building Smart & Intelligent Hospitals with aspect to sustainability, Sustainable medical equipment, integrating sustainability into healthcare policies and procedures.

Unit 4 (10 hours)

Challenges & Innovations in Sustainability- Role of Leadership in building sustainability; Challenges faced by healthcare industry, Systems & Processes required, Change journey from traditional approach to sustainability; AI applications in sustainable healthcare.

Essential/recommended readings-

1. Malviya, R., Sundram, S., & Gupta, B. (2024). Sustainability in Healthcare. mHealth, AI and robotics. De Gruyter.
2. Prabhakar, P. K., & Filho, W. L. (2023). Preserving Health: The path to sustainable healthcare. Springer.
3. Chalil, J. M., Kapur, P. K., & Nalapat, M. D. (2023). India beyond the Pandemic: A sustainable path towards global healthcare. GIFT Publishing.
4. Kumar, S., & Shukla, A. (2022). Sustainable healthcare systems: Global and local perspectives. Academic press

Suggestive readings-

1. Kumar, P., & Malhotra, R. (2021). Sustainability in Healthcare: Challenges and opportunities. Sage Publications.
2. Hans, V. B. (2016). Healthcare and sustainable development in India: Issues and Policies. Research Gate.

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GENERAL ELECTIVE – 8: Disaster Management in Healthcare

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
GE-8 Disaster Management in Healthcare	4	3	1	0	Class XII pass	GE-7 of B.Voc-HM

Learning Objectives

1. Understand the concepts and principles of hospital disaster management.
2. Identify potential hazards and vulnerabilities in a hospital setting.
3. Develop strategies for disaster preparedness, response, and recovery in a hospital.
4. Demonstrate the ability to effectively coordinate and communicate during emergencies.
5. Comprehend the roles and responsibilities of different healthcare personnel in disaster situations.
6. Analyze case studies and real-life scenarios to apply theoretical knowledge to practical situations.
7. Evaluate the effectiveness of disaster management plans and propose improvements.

Learning outcomes

By the end of this course, students should be able to:

1. Explain the key concepts and principles of hospital disaster management.
2. Conduct a comprehensive risk assessment and vulnerability analysis for a hospital facility.
3. Develop a hospital disaster preparedness plan that addresses various types of disasters.
4. Coordinate and communicate effectively with internal and external stakeholders during emergencies.
5. Demonstrate the ability to triage and provide appropriate care to disaster victims.
6. Apply problem-solving skills to analyze and respond to disaster scenarios.
7. Evaluate and critique existing disaster management plans to propose enhancements.

SYLLABUS OF GE-8

Unit 1(5 hours)

Introduction to Hospital Disaster Management- Definition and scope of hospital disaster management; Historical perspective and lessons from past disasters, Understanding disaster phases: mitigation, preparedness, response, and recovery; Roles and responsibilities of healthcare professionals during disasters.

Unit 2(10 hours)

Risk Assessment and Vulnerability Analysis- Identifying potential hazards in a hospital setting (natural, technological, human-made), Vulnerability analysis: assessing the impact of disasters on hospital infrastructure and services; Conducting risk assessments and prioritizing risks for mitigation planning.

Unit 3(20 hours)

Hospital Disaster Preparedness- Developing a hospital disaster preparedness plan-Hospital disaster management committee and its role; Hospital disaster manual, Ensuring continuity of essential services during disasters, Stockpiling and managing emergency supplies and resources; Establishing incident command systems and communication networks, Hospital Disaster Response, Incident management and resource allocation during the response phase, Triage and medical care prioritization for disaster victims, Evacuation and patient transportation strategies, Collaboration with external agencies and community partners

Hospital Disaster Recovery, Assessing the impact of disasters on hospital operations and infrastructure, implementing a recovery plan and restoring hospital services; Addressing the psychological and emotional needs of healthcare personnel and patients; Learning from the disaster and improving future preparedness.

Unit 4(10 hours)

Disaster Management Process- Phases of disaster management, Leadership, organization of medical relief, Triaging; Disaster Response – local, national & International; Disaster Management Act – 2005.

Essential/recommended readings

1. Goel, S.L.(2006).Disaster Management in India: A Status Report. Deep & Deep Publications.
2. Ghosh,G.K.(2006).Disaster Management: The Indian Perspective. APH Publishing.
3. Raut, R., &Bhagat, R.M.(2021).Disaster Management in Healthcare systems: challenges and strategies in India. Springer.
4. Jha,A., &Gupta,V.(2019).Managing Healthcare in Emergencies:Lessons from the Indian context.Oxford University press.
5. Kaji, A. H., & Koenig, K. L. (Eds.). (2015). Hospital-Based Emergency Care: At the Breaking Point. National Academies Press

Suggestive readings-

1. Ghosh,P., &Sen,S.(2020). Disaster Management and healthcare: A practical approach for India. Taylor & Francis.
2. Rajeev,A.M., &Dinesh,R.(2022).Disaster healthcare management:Models and case studies from India.Sage publications.
3. Bhandari,R.K.(2013) . Disaster Education and Management. Springer.
4. National Disaster Management Guidelines
5. Hospital Disaster Management Guidelines

Note:Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.

Discipline Specific Elective 6: Developing Strategy in Healthcare

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
DSE-6 Developing Strategy in Healthcare	4	3	1	0	Class XII pass	NA

Learning Objectives

1. Understand the fundamental concepts and theories of strategic management to devise short & long-term goals for healthcare
2. Analyze the external and internal factors influencing an organization's strategic decisions.
3. Develop skills in formulating and implementing effective business strategies.
4. Evaluate the role of innovation, sustainability, and ethics in strategic decision-making.
5. Assess the impact of globalization on strategic management practices.
6. Apply strategic management frameworks to real-world healthcare business scenarios.

Learning outcomes

By the end of this course, students will be able to:

1. Identify and explain the key principles and theories of strategic management.
2. Conduct a comprehensive strategic analysis of a given organization.
3. Formulate actionable business strategies that align with the organization's goals.
4. Evaluate and recommend strategic alternatives for healthcare growth and sustainability.
5. Demonstrate an understanding of the ethical and social implications of strategic decisions.
6. Communicate strategic recommendations effectively to stakeholders.

SYLLABUS OF DSE-6

Unit 1(5 hours)

Introduction to Strategic management- Importance of Strategic management, Strategic management process: strategy and tactics, Strategic vision and mission, strategists in Strategic Management, Levels of strategy: Corporate, business, and functional; Porter's value chain: concept and applications.

Unit 2(15 hours)

Strategic analysis in Healthcare Organizations- Introduction & need for strategic analysis, Internal Analysis and External Environmental Analysis, SWOT Analysis, PESTEL Analysis, Competitor Analysis, Value chain analysis, Core competencies and capabilities.

Unit 3(10 hours)

Level of strategy- Corporate Level Strategy: Grand Strategy, Portfolio analysis: BCG Matrix, Business level Strategy: Generic Business Strategy, Functional strategy analysis: Plans and policies: Financial, Marketing, Operational, Personnel, Globalization and its impact on business strategy, Multinational and global strategies.

Unit 4(15 hours)

Corporate Governance and Ethics- Corporate governance principles and practices, Role of the board of directors, Ethical considerations in strategic decision-making, Corporate social responsibility (CSR) and sustainability, Strategy Implementation, Organizational structure and design, Strategic control and performance measurement, Strategy execution and managing change, Strategic leadership and culture, Strategic Evaluation and Control, Criteria for evaluating strategies, Balanced Scorecard approach, Learning from strategic failures and successes, Making strategic adjustments.

Essential/recommended readings

1. Saha,S., &Kumar,S.(2021).Healthcare strategy in India: Current trends and future perspective.Wiley.
2. Gupta, A., & Sharma, N,(2020). Strategic management in Healthcare organizations in India.Sage Publications.
3. Kaur , R., &Verma, A.(2019).Strategic healthcare management : A comprehensive guide for India.Pearson.
4. Sarkar,S., & Das, S.(2018).Strategic planning in Indian healthcare systems:A way forward.Springer.

Suggestive readings-

1. Sharma, S., & Jain, P.(2022).Health policy and management: Developing strategic frameworks in India.Oxford University Press.
2. Charunilam, F.(2013) . Strategic Management : Concepts and cases. Pearson Education India.
3. Budhiraja, S.B. &Athreya, M.B (2002) : Cases in Strategic Management .Tata McGraw Hill.

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