

Program Academic Information

**Master of Business Administration
Healthcare Innovation & Entrepreneurship
2025-27**

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Section 1: Program General Information

Program	MBA Healthcare Innovation and Entrepreneurship
Level	Postgraduate
Course Duration	2 years (4 Semester)

Section 2: Program Educational Objectives

Broad goals that address institutional and program mission statements and are responsive to the expressed interests of various groups of program stakeholders.

PEO-1 :	Graduates will be equipped to identify key challenges in the healthcare sector and create innovative, patient-focused solutions by leveraging entrepreneurial strategies and the latest technologies.
PEO-2 :	Graduates will exhibit leadership in healthcare by initiating and managing successful ventures, driving innovation in existing organizations, or developing start-up enterprises that enhance patient outcomes.
PEO-3 :	Graduates will acquire strong business and managerial expertise, coupled with a comprehensive understanding of healthcare systems, policies, and economics, to lead and expand healthcare-focused organizations.
PEO-4 :	Graduates will incorporate ethical principles, sustainability, and social responsibility into their decision-making, ensuring that healthcare solutions are both financially viable and socially beneficial.
PEO-5 :	Graduates will work collaboratively with professionals across various disciplines to drive innovation and improve the quality and delivery of healthcare services.

Section 3: Program Outcomes

The program must then formulate a set of program outcomes (knowledge, skills, and attitudes the program graduates should have) that directly address the educational objectives and encompass certain specified outcomes.

PO-1 Apply knowledge of management theories and practice to solve healthcare business problem.

PO-2 Foster analytical & critical thinking abilities for healthcare data-based decision making.

PO-3 Ability to strong entrepreneurial leadership skills, including the ability to develop and execute business models, secure funding, and manage healthcare startups.

PO-4 Ability to understand, analyze & communicate global healthcare economic, legal & ethical concepts of medical business.

PO-5 Ability to be well-versed in the ethical and regulatory standards governing healthcare innovation

Program Specific Outcomes :

By the end of the program, students should be able to develop the following specific skills and accomplishments

PSO-1 Apply Graduates will be able to manage technology-driven innovations such as digital health platforms, telemedicine services, and AI-based healthcare tools, improving patient outcomes and operational efficiency within healthcare organizations.

PSO-2 Graduates will be adept at identifying market opportunities, creating viable business models, securing investment, and leading teams to successfully build and grow healthcare enterprises, with a focus on innovation, sustainability, and ethical decision-making.

Section 4: Program Bench marking

Details of the international standards / subject benchmark statements referred and web link for the same.

International standards / benchmarks statements referred	URL
The Quality Assurance Agency for Higher Education (QAA), UK	https://www.qaa.ac.uk/docs/qaa/sbs/subject-benchmark-statement-business-and-management-masters-23.pdf?sfvrsn=3570a881_18
The University of Dublin	https://www.tcd.ie/search/q/?tcdsearchq=Healthcare+management&tcdsearchsitesearch=&tcdsearchsitetitle=
Indian institute of Technology, Madras	https://ioe.iitm.ac.in/program/biomedical-engineering/
Indian institute of public health-Delhi	https://phfi.org/iiph-delhi/
Manipal institute of higher education	https://www.manipal.edu/mu.html

Section 5: Program Structure

CL	Classroom Interaction	TU	Tutorials	PR	Practical
CC	Core Course	FE	Free Elective	DE	Specialization Sequence with Directed Electives

Semester - 01					Total Credits: 21			
S. No	Course Code	Course Title	Course Type	Credits	Weekly Contact Hours			
					CL	TU	PR	Total
1		Management Practices for Entrepreneurs	CC	4	3	1	0	4
2		Design Thinking for Medical Innovation	DE	3	2	1	0	3
3		Introduction to Healthcare Data Analytics	DE	4	3	0	2	5
4		Organizational Strategy for Healthcare Innovation	CC	4	4	0	0	4
5		Leadership and Change Management	DE	4	3	1	0	4
6		Research Methodology and Medical Ethics	CC	2	1	1	0	2
7		Seminar and Technical Writing - I	CC	0	0	0	2	2

Semester - 02					Total Credits: 21			
S. No	Course Code	Course Title	Course Type	Credits	Weekly Contact Hours			
					CL	TU	PR	Total
1		Financial Management	CC	4	3	1	0	4
2		Healthcare Product Development, and Impact assessment	CC	4	3	1	0	4
3		Regulatory Frameworks and IPR	DE	3	2	1	0	3
4		Data Science and Analytics	DE	4	3	1	0	4
5		Circular Economy and Green Hospital Design	FE	4	4	0	0	4
		Critical Thinking and Project Management			3	1	0	4
		Macro-Economics for Healthcare			4	0	0	4
6		Seminar and Technical Writing - II	CC	0	0	0	2	2
7		Industrial Internship - I	CC	2	0	0	0	0

Semester - 03					Total Credits: 22			
S. No	Course Code	Course Title	Course Type	Credits	Weekly Contact Hours			
					CL	TU	PR	Total
1		Health Technology and Laboratory Management	CC	4	3	1	0	4
2		Healthcare Procurement and Supply Chain Management	CC	4	4	0	0	4
3		Workshop (Entrepreneurial Simulation/ Digital Marketing)	CC	1	0	0	1	1
4		Capstone Project-I	CC	5	0	0	10	10
5		Business Analytics Using AI/ML	DE	4	3	0	2	5
6		Healthcare Technology and Robotics Surgery	FE	4	3	1	0	4
		Digital Health & Telemedicine			3	1	0	4
		Healthcare Cybersecurity			3	1	0	4

Semester - 04					Total Credits: 18			
S. No	Course Code	Course Title	Course Type	Credits	Weekly Contact Hours			
					CL	TU	PR	Total
1		Industrial internship/Certification	CC	3	0	0	0	0
2		Capstone Project-II	CC	15	0	0	0	0

Total Program Course Distribution		
Course Category	Credits	Courses
CC: Core Courses	51	14
DE: Specialization Sequence with Directed Electives	23	06
FE: Free Electives	08	02

Total Program Credit Distribution

SN	Year	Semester	Credits Assigned
1	First	I	21
2		II	21
3	Second	III	22
4		IV	18
Total Semester		4	82

Section 6: Course Sequence

Sequence of courses attaining a particular curriculum outcome or a sequence of courses attaining a particular specialization. Courses sequences could be more than 3 also. Courses to be mentioned in a sequential manner.

Sequence I	Sequence II	Sequence III	Sequence IV	Sequence V
Management Fundamentals	Entrepreneurship & Finance	Healthcare Innovation	Communication	Research
Financial Management	Management Practices for Entrepreneurs	Design Thinking For Medical Innovation	Leadership and Change Management	Research Methodology and Medical Ethics
Business Analytics using AI/ML	Data Science and Analytics	Introduction to Healthcare Data Analytics	Regulatory Frameworks and IPR	Workshop (Entrepreneurial simulation/ /Digital Marketing
Healthcare procurement and Supply Chain Management	Critical thinking and Project Management	Organizational Strategy for Healthcare Innovation		Capstone Project-I
Health Technology and Laboratory Management		Healthcare Product Development and impact assessment		Capstone Project-II
Macro-Economics for Healthcare		Healthcare Technology and Robotics surgery		Industrial Internship – I /II
		Healthcare Cybersecurity		Seminar & Technical writing – I /II
		Circular Economy and Green hospital design		
		Digital Health and Telemedicine		

Specialization Sequence	
1.	Management Fundamentals
2.	Entrepreneurship and Finance
3.	Healthcare Innovation
4.	Business Communication
5.	Research

List of Textbooks and Reference Books

Course name	Textbooks/ Reference Books/ Study Materials
Management Practices for Entrepreneurs	<ul style="list-style-type: none"> ▪ James A. F. Stoner, R. Edward Freeman and Daniel R. Gilbirth Jr. – Management, Prentice Hall of India. ▪ 2. Heinz Weihrich and Harold Koontz, Essentials of Management – Tata McGraw Hill International. ▪ 3. Stephen Robbins and Mary Coulter, Management, Prentice Hall of India. ▪ 4. Bajaj: Management Processing and Organization, Excel Publications. ▪ 5. Tripathy and Reddy – Principles of Management – Tata McGraw Hill. ▪ 6. John F. Wilson – The Making of Modern Management, Oxford University Press. ▪ 7. Heiny Weihrich and Harold Koontz – Management, A Global Perspective – McGraw Hill International . ▪ 8. R.K. Suri, Organizational Behaviour, Wisdom Publication. ▪ 9. A. Pardhasaradhy & R. Satya Raju: Management Text and Cases, Prentice Hall of India. ▪ Entrepreneur Ship Creating and Leading an Entrepreneurial Organisation, Arya Kumar, Pearson ▪ Entrepreneurial Development, Dr.S.S.Khanka, S.Chand and Company Ltd ▪ Entrepreneurship, Rajeev Roy, Oxford University Press ▪ Entrepreneurship New Venture Creation, David H. Holt, PHI Learning Pvt. Ltd

<p>Healthcare Management Fundamentals</p>	<ul style="list-style-type: none"> ▪ Management of Healthcare Organizations: An Introduction, Third Edition ▪ Healthcare Management by Dr. Ruchi Singh, Ms. Deeksha Sharma ▪ Introduction to health care management / edited by Sharon B. Buchbinder, RN, PhD, Professor and Program Coordinator ▪ Health Care Management and Administration by S.L Goel
<p>Introduction to healthcare data analytic</p>	<ul style="list-style-type: none"> ▪ Data science by Raghunath rengaswamy, CRC Press ▪ Fundamentals of Data Science by R. S. Pressman and Abhishek Gupta ▪ Healthcare Data Analytics by Chandan K Ready, Charu Agarwal, Chapman and Hall/CRC ▪ Data Science With Python by sarat kumar chettri, ▪ Data science by L.A Dhotre, Technical publication ▪ Introducing Data Science, Davy Cielen, Arno D. B. Meysman, Mohamed Ali, Manning Publications Co., 1st edition, 2016 ▪ An Introduction to Statistical Learning: with Applications in R, Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, Springer, 1st edition, 2013 ▪ Statistics and Data Analysis, A.Abebe, J. Daniels, J.W.Mckean, December 2000. 2. Statistics, Tmt. S. EzhilarasiThiru, 2005, Government of Tamilnadu. ▪ Introduction to Statistics, David M. Lane ▪ W. N. Venables, D. M. Smith and the R Core Team, "An Introduction to R", 2013. ▪ Tony Ojeda, Sean Patrick Murphy, Benjamin Bengfort, Abhijit Dasgupta, "Practical Data Science Cookbook", Packt Publishing Ltd., 2014. ▪ Nathan Yau, "Visualize This: The Flowing Data Guide to Design, Visualization, and Statistics", Wiley, 2011.
<p>Financial Accounting and Analysis</p>	<ul style="list-style-type: none"> ▪ M. Pandey: Management Accounting, Vikas Publishing House. ▪ N.M. Singhvi, Management Accounting: Text and Cases, Prentice Hall of India. ▪ T.P. Ghosh: Fundamentals of Management Accounting, Excel Publications. ▪ Ravi M. Kishore, Management Accounting, Taxman Publications. ▪ Chakraborty, Hrishikesh – Management Accountancy, Oxford University Press

	<ul style="list-style-type: none"> ▪ A text book on Cost and Management Accounting, M.N Arora,Vikas ▪ Cost and Management Accounting, S P jain, K L Narang, Simmi Agrawal, Kalyani Publication ▪ Cost and Management Accounting, Colin Drury, Cengage Learning ▪ Mordern Cost and Management Accounting, M.Hanif, Tata McGraw Hill EdnPvt Ltd. ▪ Cost Accounting, K. Alex, Pearson Cost Accounting, P.C. Tulsian, S. Chand and company Ltd. ▪ Cost Management, S.C. Vaidya &Suveera Gill, Macmillan India Ltd. ▪ Cost and Management Accounting, PrashantaAthma, Himalya Publishing House ▪ Cost Management, Leslie G. Eldenburg Susan K. WolcottWiley India Pvt.Ltd ▪ Cost Accounting, K.S. Thakur, Excel Book ▪ Cost Accounting, Jawaharlal Seema Srivastava, The McGraw Hill Companies ▪ Cornerstones of Cost Management, HanseenMowen, Cengage Learning ▪ Cost Accounting, Edward J.VanDerbeck, Thomson ▪ Cost Accounting Principles and Practice, B.M. Lall NigamI.C.Jain, PHI Learning Pvt. Ltd.
Critical Aspects of Business writing	<ul style="list-style-type: none"> ▪ Jerry C. Wofford, Edwin A. Gerloff and Robert C. Cummins, Organisational Communication – The Key stone of Managerial Effectiveness. ▪ McGrath, Basic Managerial Skills for All, 5th ed., Prentice Hall of India. ▪ Urmila Rai & S.M. Rai, Business Communication, Himalaya Publishers, Mumbai. ▪ Meenakshi Raman – Business Communication, Oxford University Press. ▪ Bovee, Thill and Schatzman: Business Communication Today: Pearson Education. ▪ Biswajit Das: Business Communication personality Development, Excel Publications. ▪ Parag Diwan: Business Communication, Excel Publications.

	<ul style="list-style-type: none"> ▪ Lesikar I Flatley, Basic Business Communication, Tata McGraw Hill. ▪ Dalmar Fisher, Communication in Organizations, A Jaico Book. ▪ Scot Ober, Contemporary Business Communication, Wiley India, New Delhi.
Organization & strategy of healthcare innovation	<ul style="list-style-type: none"> ▪ Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd. ▪ Robicheck, A, and Myers, S., Optimal Financing Decisions, Prentice Hall Inc. ▪ James T. Gleason, Risk: The New Management Imperative in Finance, A Jaico Book. ▪ The Business of Healthcare Innovation by Lawtone robert burns ▪ Strategic innovations by Allen afuah ▪ Managing innovation in healthcare by James Barlow
Healthcare product Management	<ul style="list-style-type: none"> ▪ Healthcare entrepreneurship and Management by Arnab Chanda and Subham Gupta ▪ Health Design thinking by Bon ku MD, Ellen Lupton
Regulatory Frameworks for Start-ups	<ul style="list-style-type: none"> ▪ Startups and the Law: A Practical Guide" by Roshan Gopalakrishnan ▪ Start-Up Law: A Legal Handbook for Entrepreneurs" by R.S. Pathak ▪ Startup Regulatory Compliance: A Legal Guide for Entrepreneurs" by Anupam Chander
Entrepreneurial Finance	<ul style="list-style-type: none"> ▪ I.M. Bhole, Financial Institutions and market, Tata McGraw Hill. ▪ V.A. Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai. ▪ Vasant Desai, Indian financial system, Himalaya Publisher. ▪ Benton E.G., Financial Intermediaries An introduction. ▪ Edminister R. D, Financial Institution, Markets and Management. ▪ Verma J.C A manual of Merchant Banking. 7. West Lake. M, Factoring. 8. N. Vinaykan, A Profile of Indian Capital Market.
Business analytics using AI/ML	<ul style="list-style-type: none"> ▪ Business Analytics: A Managerial Approach" by U Dinesh Kumar ▪ Business Analytics: Data Analysis & Decision Making" by S. Christian Albright and Wayne L. Winston
Health Technology and Laboratory Management	<ul style="list-style-type: none"> ▪ Clinical Laboratory Management" by R. S. Khandpur ▪ Laboratory Medicine: Principles and Practices" by Anil K. Sood

	<ul style="list-style-type: none"> ▪ Manual of Laboratory Practice and Management" by M. G. Dey and S. S. Soni ▪ Health Technology Assessment and Evaluation" by Dr. P. K. Gupta
Healthcare procurement and Supply Chain Management	<ul style="list-style-type: none"> ▪ Healthcare Supply Chain Management" by James A. Gardner ▪ Introduction to Healthcare Supply Chain Management" by Gary A. McCraw, CRC press ▪ Healthcare Logistics: Managing the Flow of Medical Supplies" by Jerry R. Allen ▪ Healthcare Supply Chain Management: Best Practices" by Nancy Y. Moore
Strategic Management of robotics Technology in Healthcare	<ul style="list-style-type: none"> ▪ Robot-Assisted Healthcare: AI, Robotics, and Automation in Healthcare" by Parag Kulkarni ▪ Medical Robotics: Minimally Invasive Surgery" by Paula Gomes
Venture Capital and Funding Strategies	<ul style="list-style-type: none"> ▪ Venture Capital: The Indian Experience" by Vinod K. Aggarwal and Sushma Aggarwal, McGraw-Hill ▪ Entrepreneurship Development and Venture Capital" by S. Anil Kumar and S.C. Poornima, new age international publisher ▪ Start-Up Venture Capital: Funding India's Innovation" by K. Suresh and R. Chandrasekar, Himalaya publishing House