



BITS Pilani
Pilani | Dubai | Goa | Hyderabad | Mumbai
**WORK INTEGRATED
LEARNING PROGRAMMES**

MBA in Hospital & Health Systems Management for Working Professionals



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Program Introduction

- MBA in Hospital & Health Systems Management is a four-semester Work Integrated Learning Programme for working professionals aspiring for a career in the high growth Hospital Administration and Health Systems management industry.
- MBA in Hospital and Health Systems Management is a BITS Pilani Work Integrated Learning Programme (WILP). BITS Pilani Work Integrated Learning Programmes are UGC approved.



Who Should Apply?



Doctors, Dentists, and other medical professionals working in Public/ Private/ Non-profit hospitals.
Doctors, Dentists, and other medical professionals and entrepreneurs



Para-Medical professionals working in the healthcare industry and seeking skill advancement.
Non-medical professionals working in the healthcare industry in support and administrative functions



Non-medical professionals working in the healthcare industry in support and administrative functions who are looking to upgrade their skills and thereby accelerate their career growth. These would include professionals working in such diverse areas as Finance, Billing, HR, Customer Service, Hospital Supplies, and General Administration



Programme Highlights



MBA in Hospital & Health Systems Management is a BITS Pilani Work Integrated Learning Programme (WILP). BITS Pilani Work Integrated Learning Programmes are UGC approved



Blend of classroom and experiential learning



This programme is of 4 semesters and can be pursued only by working professionals. You can pursue the programme without any career break



Become a part of elite and global BITS Pilani Alumni community



The programme will also enable working professionals to attend contact classes from anywhere over a technology-enabled platform. The contact classes will be conducted mostly on weekends or after business hours



Fee submission option using easy - EMI with 0% interest and 0 down payment



The programme uses a Continuous Evaluation System to assess the learners



Programme Objectives

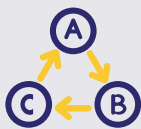
Studies have shown that senior positions in healthcare management require holistic understanding and capabilities that span multiple domains, critical thinking & problem solving situations and cross-functional collaboration. The programme aims to:



Prepare working professionals to undertake leadership roles in managing and administering hospitals verticals



Enable learners to master a set of core general management skills in Accounting, Strategy, Marketing, Human Resources, and Finance to help solve complex, real-world healthcare management problems



Build and nurture the knowledge, skills and aptitude required to achieve long-term career growth



Provide requisite conceptual foundation, and contextual understanding of real-world applications



WILP Presence and Impact



45+

Years of
Educating Working
Professionals



1,26,169

Working
Professionals
Graduated



46,178

Working Professionals
Currently Enrolled



1100+

Faculty Members



47

Programmes



Student

Learning Outcomes

After attending this program, the students will be able to:



Application of critical thinking skills to solve business problems



Empathetic leadership skill development



Ethically and socially responsible manner



Application of modern management technique



Mode of Learning

The Mode of Learning used in this programme is called - Work Integrated Learning. Internationally, Work Integrated Learning (WIL) is defined as "An educational approach involving three parties - the student, educational institution, and employer organisation(s) - consisting of authentic work-focused experiences as an intentional component of the curriculum. Students learn through active engagement in purposeful work tasks, which enable the integration of theory with meaningful practice that is relevant to the students' discipline of study and/or professional development*.

An education model can be considered as WIL if and only if:

1. The programmes are designed and developed by the institute in collaboration with industry.
2. Work-focused experiences form an active part of the curriculum.
3. The programme structure, pedagogy and assessment enable integration of theory-with relevant practice.

The innovative **Work Integrated Learning Programs (WILP)** of BITS Pilani are quite aligned with the above definition and requirements. The programs are designed in collaboration with its industry partners, subject matter experts from industry and academia that enable the students to remain relevant in their chosen profession, grow in their career and retain the habit of lifelong learning. The continued availability of workplace related experiences along with the weekly instruction sessions promote integration of theory with practice. An active participation of the organization mentor in the learning process of the student plays a key role. Case studies, simulation exercises, labs and projects further strengthen this integration.

The **WILP** of BITS Pilani is comparable to its campus-based programs in terms of structure, rigor, instruction, labs, assessment, faculty profile and learning support. The pervasive adoption of technology in all its academic processes makes the same high-quality education of BITS Pilani available to the aspirants at scale with the required flexibility.





Key Benefits of BITS Pilani WILP

- Can pursue the programme without any career break and along with the job.
- The programme curriculum is highly relevant to sectors, industries and organisations they work for.
- In addition to the institute, the learning experience of working professionals in the programme is also supported by the employer organisation and industry mentors.
- Effective use of technology to deliver a range of learning interventions at the location of the working professional such as faculty contact sessions, asynchronous learning materials, remote, virtual and cloud labs, Learner support, peer to peer collaboration etc.
- Contact sessions with faculty take place mostly over weekends or after business hours and are conducted over a technology platform that can be accessed from anywhere.
- Mid semester and End semester examinations for every semester are conducted mostly at designated examination centres distributed across the country (for details refer to link mode of examinations).
- Learners can access engaging learning material which includes recorded lectures from BITS Pilani faculty members, course handouts and recorded lab content where applicable.



Experiential Learning

The programme emphasises on Experiential Learning



Simulation & Modelling exercises to understand real-life scenarios and how to effectively manage them



Simulation game on Working Capital Management, Decision Analysis, Supply Chain Management, etc. Financial and Economic Modelling using spreadsheets





Continuous Assessment

The assessment includes graded assignments/quizzes, mid-semester and comprehensive exam

Case studies & Assignments

Carefully chosen real-world cases & assignments are both discussed and used as problem-solving exercises during the programme



Dissertation/ Project Work

The fourth semester offers an opportunity for learners to apply their knowledge gained during the programme to a real-world like complex project. The learner is expected to demonstrate understanding of vital principles learnt across semesters and their ability to successfully apply these concepts



Programme Curriculum

First Semester

- Human Resource Management in Healthcare
- Hospital Operations and Supply Chain Management
- Healthcare Marketing
- Healthcare Managerial Accounting

Second Semester

- Healthcare Financial Management
- Healthcare Technology Management
- Biostatistics
- Service Quality Excellence in Healthcare

Third Semester

- Healthcare Economics
- Strategic Management of Healthcare Organizations
- Public Health and Epidemiology
- Domain Elective-1

Fourth Semester

- Domain Elective-2
- Domain Elective-3/
General Management Elective
- Project

Choice of Electives is made available to enrolled students at the beginning of each semester. Students' choice will be taken as one of the factors while deciding on the Electives offered. However, Electives finally offered will be at the discretion of the Institute.



Pool of Domain Electives

Course Title

- AI in Healthcare
- Clinical Trials Management
- Digital Transformation in Healthcare
- Environmental Health and Sustainability
- Global Health Systems
- Health Insurance and Managed Care
- Healthcare Analytics
- Healthcare Disaster Management
- Medical Laws and Ethics

Pool of General Management Electives

Course Title

- Advanced Marketing Management
- AI for Competitive Advantage
- Business Environment, Laws, and Ethics
- Business Research Methods
- Data Visualization and Communication
- Decision Analysis
- Entrepreneurship and New Ventures
- Entrepreneurial Finance
- Enterprise Risk Management
- Indian Ethos in Management
- International Business and Trade
- Leadership and Managing Change
- Management Control Systems
- Project Management
- Strategic Human Resource Management
- Technology Management in Business

Project

Course Title

- Project



Course Description

Management Core Courses

Healthcare Financial Management

Fundamentals of financial management in healthcare, Time value of money and its applications, Financial planning and budgeting in healthcare organizations, Risk and return in healthcare investment decisions, Operating and financial leverage, Capital structure and cost of capital, Weighted Average Cost of Capital (WACC), Basics of capital budgeting and project evaluation, Working capital management in hospitals, Cash flow management and liquidity planning, Management of receivables and insurance claims, Inventory management in healthcare settings, Overview of short and medium-term financing options, Financial considerations in healthcare mergers and acquisitions, Strategies for financial sustainability in hospitals and health systems.

Healthcare Technology Management

Introduction to healthcare technology and its role in hospital operations, Classification of medical equipment and technologies, Technology lifecycle management in healthcare, Technology planning and procurement process, Equipment budgeting and cost-benefit analysis, Installation, maintenance, and calibration planning, Biomedical engineering services coordination, Equipment uptime and performance monitoring, Safety and regulatory compliance for medical devices, Health technology assessment (HTA) basics, Disposal and decommissioning of outdated equipment, Emerging technologies in healthcare delivery, IT integration and interoperability with clinical systems, Role of hospital administrators in technology management, Case examples of effective technology utilization in hospitals.

Healthcare Economics

Introduction to healthcare economics and key principles, Demand and supply dynamics in healthcare services, Economic decision-making under uncertainty, Risk and cost management in hospital systems, Healthcare financing models and reimbursement mechanisms, Basics of health insurance and provider payment systems, Cost analysis and cost-effectiveness in hospital operations, Pricing strategies for healthcare services, Government intervention and



healthcare regulation, Behavioral economics in patient and provider choices, Market structures and competition in healthcare, Financial forecasting and resource planning in hospitals, Hospital budgeting systems and budgetary control, Balancing quality care with economic efficiency, Impact of technology on healthcare costs, Global trends and challenges in health economics.

Strategic Management of Healthcare Organizations

Introduction to strategic management in healthcare, Strategic planning process in healthcare organizations, External environment analysis and healthcare trends, Service area and competitor analysis, Internal resource and capability assessment, Identifying organizational strengths and weaknesses, Directional strategies and vision development, Strategic alternatives and evaluation frameworks, Strategic choice and prioritization, Value-adding strategies for service delivery and support functions, Communicating strategy and stakeholder alignment, Developing and executing action plans, Strategic alliances and partnerships in healthcare, Sustaining hospitals during economic and operational challenges, Corporate social initiatives in healthcare, Case studies on strategic decisions in hospitals and health systems.

Human Resource Management in Healthcare

Key Human Resource Management principles in hospital administration, including healthcare workforce planning, recruitment, retention, performance management, diversity, compensation strategies, legal compliance, employee relations, job design, safety, productivity measurement, budgeting, and customer-focused healthcare management. Trends in healthcare Human Resource Management, addressing challenges such as physician compensation, nurse staffing, labor union relations, and HR-driven organizational development. Health, safety, and welfare of employees. Human Resources Audit. Ethical and Legal aspects of Human Resource Management in hospitals.

Hospital Operations and Supply Chain Management

Hospital organization, planning, and layout, Key hospital support services (medical records, nursing, pharmacy, HR, biomedical engineering), Biomedical waste and facility management, Patient lifecycle and coordination, Information systems and hospital policies, Health audit and emergency forecasting, Basics of healthcare supply chain management, Supply chain strategy, sourcing, logistics, and performance, IT integration and the FISCO framework, Legal and ethical aspects in hospital operations and supply chain.



Healthcare Marketing

Introduction to healthcare marketing, Unique characteristics of healthcare services, Understanding patient and stakeholder needs, Marketing mix in healthcare, Healthcare consumer behavior, Market segmentation and targeting in healthcare, Service positioning and branding, Basics of healthcare communication and promotion, Role of digital and social media in healthcare, Patient experience and satisfaction, Community outreach and health awareness, Internal marketing in hospitals, Ethical and regulatory considerations in healthcare marketing, Overview of marketing strategy and planning, Case examples from hospitals and health systems.

Healthcare Managerial Accounting

Introduction to managerial accounting in healthcare, Basic accounting principles and double-entry system, Understanding financial statements (income statement, balance sheet, cash flow statement), Financial statement analysis (ratio, vertical and horizontal analysis), Cost concepts and classification in healthcare, Cost-volume-profit (CVP) analysis and breakeven, Departmental costing and cost allocation, Activity-Based Costing (ABC) in healthcare, Budgeting and variance analysis, Healthcare service costing and pricing fundamentals, Revenue cycle management, Basics of medical billing and coding, Insurance reimbursements and claims processing, Revenue recognition in healthcare services, Overview of healthcare financial reporting standards.

Hospital and Health Systems Management Domain Core Courses

Biostatistics

Introduction to biostatistics and its importance in healthcare, Types of data and measurement scales, Descriptive statistics (mean, median, mode, standard deviation), Data visualization and interpretation, Probability distributions relevant to healthcare, Normal distribution and Central Limit Theorem, Sampling methods and sample size estimation, Confidence intervals and p-values, Hypothesis testing (z-test, t-test, chi-square test), One-way ANOVA and group comparisons, Correlation and linear regression, Logistic regression for binary outcomes, Introduction to survival analysis and life tables, Kaplan-Meier curves and hazard functions, Risk adjustment methods in healthcare outcomes, ROC curve and AUC interpretation, Applications of biostatistics in clinical research and hospital performance analysis.



Public Health and Epidemiology

Introduction to public health and healthcare systems, Concept of health and disease, Principles and methods of epidemiology, Screening and early detection of diseases, Epidemiology of communicable and non-communicable diseases, National health programs and initiatives in India, Demography and family planning indicators, Sustainable Development Goals (SDGs) and health, Nutrition and its impact on public health, Environmental and occupational health, Mental health and community-based care, Preventive medicine across age groups (maternal, child, geriatric), Hospital waste and environmental safety, Disaster preparedness and public health response, Basics of health statistics and medical data interpretation, Communication for health education and behavior change, Health planning and policy frameworks, Writing project and grant proposals, Role of international health organizations.

Service Quality Excellence in Healthcare

Quality management fundamentals, systems thinking in healthcare, total quality principles, role of policies in advancing healthcare quality, external and internal healthcare regulations, understanding system complexity, fostering collaboration and teamwork, setting healthcare system goals, performance measurement in healthcare, data analytics techniques for evaluating healthcare performance, designing and implementing quality improvements, improvement teams and tools, patient safety strategies, statistical process control, experimental design, quality tools, lean tools applied in healthcare, Baldrige Performance Excellence framework, organizational self-assessment, accreditations for hospitals and healthcare organizations like NABH and JCI, case studies on healthcare system improvement.

Hospital and Health Systems Management Domain Electives

Digital Transformation in Healthcare

Overview of digital transformation in healthcare, Key drivers of digital change in health systems, Electronic Health Records (EHR) and Hospital Information Systems (HIS), Telemedicine and remote care models, Digital patient engagement and experience, Mobile health (mHealth) applications, Role of AI and machine learning in diagnostics and clinical decision-making, Wearable devices and remote monitoring, Data privacy and cybersecurity in digital health, Interoperability and health data exchange, Cloud computing and storage in healthcare, Internet of Medical Things (IoMT), Blockchain applications in health records and supply chains, Challenges in digital adoption and change management, Strategic roadmap for digital health implementation, Case studies of digital innovation in hospitals and health systems.



Healthcare Analytics

Introduction to healthcare analytics and its importance, Types of analytics (descriptive, diagnostic, predictive, prescriptive) in healthcare, Key healthcare performance indicators (KPIs), Clinical analytics for quality and outcomes improvement, Operational analytics for hospital efficiency, Financial analytics and revenue cycle insights, Patient flow and resource utilization analytics, Readmission and length of stay analysis, Data sources in healthcare (EHRs, claims, surveys), Basics of data interpretation and visualization, Dashboards and reporting tools for hospital management, Population health and public health analytics, Patient satisfaction and experience measurement, Risk stratification and care pathway optimization, Use cases of analytics in hospital departments, Challenges and best practices in implementing healthcare analytics.

AI in Healthcare

Introduction to AI and its role in healthcare, Overview of AI technologies (machine learning, NLP, computer vision) in clinical and operational settings, Applications of AI in diagnostics and imaging, AI in personalized medicine and treatment planning, Virtual assistants and chatbots for patient engagement, AI in hospital workflow optimization and scheduling, Predictive analytics for disease prevention and risk scoring, Role of AI in drug discovery and clinical trials, Ethical and legal considerations in healthcare AI, Data privacy and AI governance frameworks, Bias and fairness in AI decision-making, Integration of AI with Electronic Health Records (EHR), Challenges in AI adoption in hospitals, Case studies of AI applications in healthcare, Strategic roadmap for implementing AI in health systems.

Health Insurance and Managed Care

Health insurance and managed care overview, Evolution and types of health insurance in India, Key stakeholders and government schemes (Ayushman Bharat, CGHS, ESI), Role of TPAs and insurers, Hospital empanelment and claims processing, Cashless and reimbursement models, Pricing, underwriting, and risk pooling, Utilization review and cost control, Quality and compliance (IRDAI), Insurance fraud and penetration challenges, Managed care models in India, Case studies on insurance-hospital partnerships.

Healthcare Disaster Management

Basics of disaster management in healthcare, Types of disasters and health impacts, Infectious disease outbreaks and surveillance, Risk assessment and preparedness planning, Emergency response and triage, Resource planning and infrastructure readiness, Stakeholder coordination and communication,



Post-disaster recovery and resilience, Mental health support during crises, Legal and ethical considerations, Technology in disaster response (GIS, telemedicine), Case studies and simulation exercises.

Environmental Health and Sustainability

Principles of environmental health, Impact of air, water, and soil pollution on public health, Climate change and healthcare systems, Biomedical and hazardous waste management, Energy efficiency and resource optimization in hospitals, Environmental regulations and compliance, Green hospital design and sustainability practices, Water conservation and recycling, Technology for environmental sustainability, Health effects of environmental toxins, Carbon footprint reduction strategies, Circular economy and sustainability in healthcare, Case studies and best practices.

Medical Laws and Ethics

Introduction to medical laws and ethics, Tort law, negligence, and malpractice, Patient consent and legal agreements, Medical staff liability and governance, Information governance and medical records, Patient rights and ethical responsibilities, Reproductive and end-of-life ethics, Legal aspects of hospital HR and operations, Insurance and managed care regulations, Healthcare fraud, liability, and risk management.

Clinical Trials Management

Phases of clinical trials (Phase I–IV), Regulatory frameworks (ICH-GCP, USFDA, CDSCO), Ethical considerations and informed consent, Study designs (RCTs, observational), Protocol development and feasibility, Roles of sponsors, investigators, and CROs, Site and patient management, Data monitoring and adverse event reporting, Basic statistics and trial budgeting, Quality assurance and compliance, Decentralized and virtual trials, AI and digital tools in trial management, Patient-centric trial innovations, Case studies and best practices

Global Health Systems

Global health concepts and system frameworks, Disease burden and health indicators, Social and economic determinants of health, Reproductive and maternal health, Infectious and chronic diseases, Nutrition and mental health, Environmental and occupational health, Global health security and pandemic preparedness, Health system design and financing models, Health equity, ethics, and human rights, Global health governance and diplomacy, Innovation in global healthcare delivery, Access to medicines and vaccines, Medical tourism and international health services, Case studies on global health challenges and policies.



General Management Electives

Leadership and Managing Change

Foundations of leadership and leadership styles, Emotional intelligence and self-awareness, Leading high- performing teams, Building trust and influencing without authority, Change management models (Kotter's 8-step, Lewin's model), Leading through uncertainty and crisis, Organizational culture and leadership alignment, Resistance to change and overcoming barriers, Communication strategies during change, Stakeholder engagement and change readiness, Adaptive leadership and agility, Leading transformation in digital and global contexts, Role of leadership in innovation and growth, Developing leadership presence and authenticity, Case studies on leadership and organizational change.

Project Management

Project Life Cycle, Drivers of Project Management. Project Selection - Portfolio Management System, Selection Criteria, Managing the Portfolio System. Organization: Project Management Structures and Organization Culture. Investment Criteria - NPV, IRR and Payback period, Project Cash Flows. Defining the Project - Project scope, Work Breakdown Structure, Process Breakdown Structure, Responsibility Matrices. Estimating Project Times and Cost- Top-down and Bottom-Up estimates. Developing a Project Plan - CPM/PERT, Scheduling Resources and Costs, Resource Levelling, Reducing Project Duration and costs. Progress and Performance Measurement and Evaluation - Earned Value Analysis, Forecasting Final Project Cost. Leadership and Managing Project Teams- Managing vs. Leading a Project, Managing Project Stakeholders, Social Network Building, Five Stage Team Building Model. Outsourcing - Best Practices, Art of Negotiating. Managing Risk - Risk Management Process, Contingency Planning, Handling Risks, Change Control Management. Project Closure - Wrap-up closure activities, post implementation evaluation. International Projects - Cross-Cultural Considerations, Selection and Training for International Projects. Agile Project Management - Traditional v. Agile PM, Agile PM in Action: Scrum.

Decision Analysis

Introduction to quantitative techniques and statistics, Decision making, intelligence design and choice phases, basic theory of decision making under uncertainty; decision trees, qualification of judgments and preferences, Bayes theorem, the structuring of complex decisions, and multi-attribute utility theory. Statistical estimation and forecasting.



Data Visualization and Communication

Need for visualization, Presentation and visualization of data for effective communication, the importance of context and audience, choosing an effective visual, Visual Perception theories, Displaying relative performances, Visualizing survey results, Visualizations for Ranking and Branching, Visualizations for parts of a whole, Visualizing regression and clustering, Visualizing Qualitative Data, Visualizing Trends, Tree-based visualizations, Visualizing Geo Data, Techniques for visualization of high dimensional data & discovered patterns, Create interactive Dashboards and Stories.

International Business and Trade

Introduction to international business and globalization, Key differences between domestic and international operations, Classical and modern trade theories (e.g., Comparative Advantage, Porter's Diamond), Foreign Direct Investment (FDI) and Multinational Enterprises (MNEs), Global business environment and PESTLE analysis, Cultural dimensions and ethics in cross-border business, International market entry strategies (exporting, licensing, franchising, joint ventures, wholly owned subsidiaries), Role of global trade organizations (WTO, IMF, World Bank) and regional agreements, Free trade vs protectionism, Basics of international financial management, exchange rate risk, and global capital flows, Global supply chain and international sourcing, International marketing and HRM strategies, Cross-cultural negotiations and communication, Impact of technology, digital transformation, and geopolitical risks on international business.

Entrepreneurship and New Ventures

Innovation, Entrepreneurship and Intrapreneurship; Creativity & Lateral Thinking; Design Thinking; Effectual Thinking; Market Validation; Development and Evaluation of Business Idea; Introduction to Business Model Generation; Developing Lean Business Model for the Business Idea; Developing Prototype and Evaluating assumptions in Business Model using prototype cheaply; Presentation of Business Model; Raising Finance; NDAs and Term Sheets; Exit Strategies; Scaling up the venture; Developing Business Plan; Business Fair.

Entrepreneurial Finance

Principles of entrepreneurship, Changing landscape in raising capital, characteristics of the venture capital and private equity markets, specialized services provided by VC's and PE funds, stages in VC investing, deal flow, deal sourcing, evaluation, risk return trade off of VC / PE investments, valuation of VC / PE transactions, structuring and execution of deals, exit options, distributions, Early stage funding, Integrated Financing tech Solutions - Case Studies, Legal, Regulatory, Capital and Investment for new businesses, Enterprise Innovation.



Advanced Marketing Management

Market Research, Consumer Behavior, Market Planning and Management, Marketing Strategy, Development of new market offerings, Personal Selling and Direct Marketing, Business to Business Marketing, Digital Marketing, Marketing Analytics, Service Marketing, Socially Responsible Marketing.

Strategic Human Resource Management

Context of Strategic Human Resource Management - An Investment Perspective of Human Resources Management, Social Responsibility and Human Resource Management, Strategic Management, The Evolving/Strategic Role of Human Resource Management, Strategic Workforce Planning, Design and Redesign of Work Systems, Employment Law. Implementation of Strategic Human Resource Management - Staffing, Talent Management, Performance Management and Feedback, Compensation, Labor Relations, Employee Separation and Retention Management, Global Human Resource Management.

Business Environment, Laws, and Ethics

Overview of Business Environment, Global Business Environment, Fundamentals of Business Law, Contract Law, Business Organizations and Corporate Law, IBC, Sale of Goods Act, Intellectual Property Rights, Competition and Consumer Protection Act, Cyber laws, Alternate Dispute Resolution Mechanisms, Ethics in business decision making, Role of Law in Ethics.

Business Research Methods

Introduction to Business Research, Ethics in Business Research, Types of Research: Exploratory, Descriptive, and Causal; Research Design, Qualitative vs. Quantitative Research, Cross-sectional vs. Longitudinal Studies, Experimental and Non-experimental Research, Case Study and Action Research, Literature Review, Importance of Literature Review in Research, Sources of Literature (Journals, Books, Databases), Identifying Research Gaps, Research Problem Formulation & Hypothesis Development, Sampling Techniques and errors, Data Collection Methods, Types of Scales, Reliability and Validity in Research, Validity of Measurement Tools, Designing Questionnaires, Role of AI and ML in Business Research.

Enterprise Risk Management

Introduction to Enterprise Risk Management (ERM); Need for ERM; ERM Value Proposition; ERM Governance; ERM Standards - The COSO Framework and ISO/IEC 31000:2018; Key Risk categories and Risk dimensions; Fraud risks; Cyber Risks; Compliance Risks; Developing the ERM Framework for the organization: Key Risk Indicators (KRIs); Approach for implementation of ERM Framework; Role of Directors, Board, and Chief Executives in ERM; Case Studies.



Indian Ethos in Management

Indian Ethos, Management Lessons from Scriptures, Work Ethos, Values, Stress Management, Indian Systems of Learning. Modern Approach towards Indian Ethos, Managerial Performance-Indian Context, Era in Knowledge Economy, Learning and Education System in India, Human Values and Its Implications, Work Ethics and Motivation, Value-oriented Holistic Management, Indian Styles of Leadership, Top Leaders as Role Models, Value-based Leadership-Consciousness, Social Harmony and Social Morality, Inspiration on Innovation and Technology Management from Ancient Indian Wisdom, Case Studies.

Management Control Systems

The nature and types of management control systems, organizational behaviour and strategies, goal congruence, responsibility centres - revenue, expense and profit centres, transfer pricing, planning and budgeting for management control systems, analyzing financial performance - variance analysis, ROI vs RI vs EVA, holistic performance measurement: importance of non-financial measures.

AI for Competitive Advantage

Artificial Intelligence (AI) for Competitive Advantage is a course designed to provide learners with insights into established and emerging developments in AI, focusing on big data, machine learning, Generative AI, and the operational changes AI brings to various industries. Key topics covered include: AI for Competitive Advantage Introduction, Big Data Overview, Big Data Analytics, Data Management Infrastructure, Extracting Intelligence from Big Data, Introduction to Artificial Intelligence, A Detailed View of Machine Learning, Specific Machine Learning Methods: A Deep Dive, Business Applications of Machine Learning and Personalization, Personalization: Impacts on Markets, Personalization: Addressing the Challenges, AI/ML Applications, Challenges to Adoption.

Technology Management in Business

Overview of managing innovation and emerging technologies in business, Creating competitive advantage through digital tools and information systems, Trends disrupting and reshaping industries, Strategic planning for R&D and innovation lifecycles, Forecasting, evaluation, and adoption of new technologies, Integration and absorption of digital solutions into business operations, Managing technology transfer, intellectual property, and regulatory compliance, Sustainability and resilience in tech-enabled environments, and addressing strategic and operational challenges in innovation-led transformation.



Eligibility Criteria

Minimum eligibility to apply: Employed professionals in the healthcare industry, holding an MBBS/ Integrated First Degree of BITS Pilani or its equivalent with at least 60% aggregate marks and with minimum of one year work experience in relevant business domains.

OR

Employed professionals in the healthcare industry, holding a three year or four year undergraduate degree in areas such as healthcare, medicine, allied health sciences, or any other discipline closely related to healthcare, with at least 60% aggregate marks and with minimum of one year work experience in relevant business domains.

The programme is designed for:

- Doctors, Dentists, and other Medical professionals working in Public/ Private/ Non-profit hospitals who are involved in the management and administration of the hospital and related services.
- Doctors, Dentists, and other Medical professionals who are running their own hospitals and want to enhance their management skills to deliver superior service and improve the top line and bottom line.
- Para-Medical professionals working in the healthcare industry and looking to upgrade their skills and thereby accelerate their career growth.
- Non-medical professionals working in the healthcare industry in support and administrative functions who are looking to upgrade their skills and thereby accelerate their career growth. These would include professionals working in such diverse areas as Finance, Billing, HR, Customer Service, Hospital Supplies, and General Administration.



Fee Structure

The following fees schedule is applicable for candidates seeking new admission during the academic year 2025-26.



Easy Monthly Payment Option with 0% Interest and 0 Down Payment

Instant EMI option with 0% interest and 0 Down Payment is now available that allows you to pay programme fee in an easy and convenient way.

- Instant online approval in seconds
- No Credit Cards/ CIBIL score required
- Easy & Secure online process using Aadhaar and PAN number
- Anyone with a Salary Account with Netbanking can apply Option to submit fee using easy- EMI with 0% interest and 0 down payment

Admission open for July 2025 batch.

Application Process deadline: July 7, 2025.

[Click here](#)

to learn more



All the above fees are non-refundable.

Important: For every course in the programme, institute will recommend textbooks, students would need to procure these textbooks on their own.



Remote Lab

- Students enrolled in the WILP management programs have remote access to the labs in the areas of finance, analytics, and general management.
- These labs play a vital role in enhancing student engagement and enriching the “learning by doing”- cornerstone of BITS Pilani WILP programs.

Analytics Lab



The Analytics Lab hosts software packages such as Tableau, SPSS, Stata, @risk, StatTools, Eviews, Anaconda Navigator, R, Python, and Power BI among others



These packages help the students perform basic, advanced workplace related analytics exercises



Students can perform descriptive, predictive, and prescriptive analytics related to all the functional areas of finance, marketing, supply chain management, HR management



Adequate suite of packages to equip the students to work on different types of data- numeric or text, structured or unstructured

Finance Lab



The Finance Lab hosts state-of-the-art Bloomberg Terminals that capture real-time information



The Financial markets as well as the financial statements and valuable business information of the industry





The databases such as "Prowess" are also made available to the students so that they can download the information



The Lab also hosts a simulation on working capital management that gives the students rich experience in managing the working capital and increases their absorption through experiential learning

Management Lab



The Management Lab is equipped with software, simulations, and digital resources that students can leverage in core areas of management



The simulations help improve the decision-making skills, business competence and integrating the application of learnings from various courses



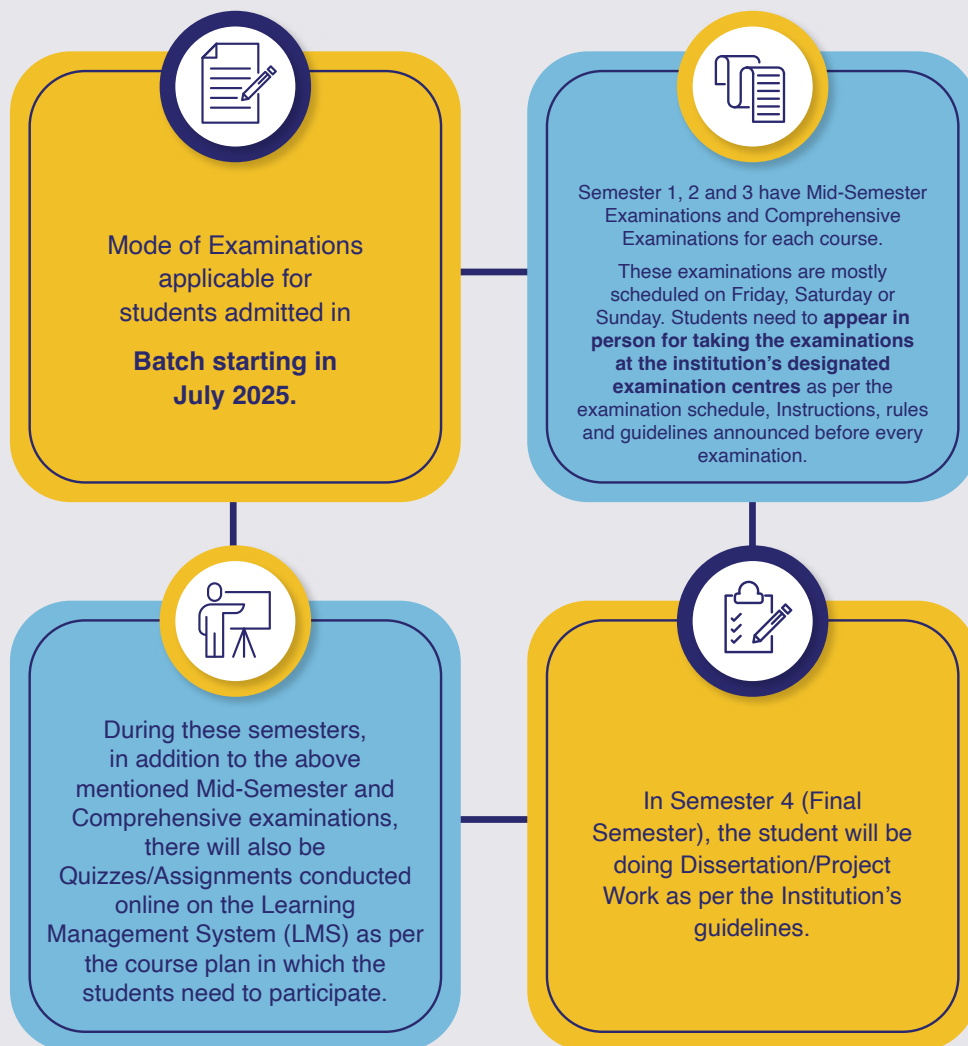
With the Microsoft Project software, the students can plan, schedule, track, collaborate to successfully execute projects



Students get access to the digital collection of professionally produced multimedia case studies, interviews, and peer-reviewed journals by renowned authorities in diverse subject areas



Mode of Examination



Students can take their examination at any of our **34 designated examination centres in India** at the following locations:

- **South Zone:** Bangalore, Chennai, Hyderabad, Mysore, Vijayawada, Visakhapatnam, Kochi, Thiruvananthapuram, Madurai, Coimbatore.
- **North Zone:** Delhi NCR, Gurugram, Noida, Faridabad, Jaipur, Chandigarh, Lucknow, Udaipur, Pilani.
- **West Zone:** Mumbai, Pune, Ahilya Nagar, Goa, Ahmedabad, Vadodara, Surat, Indore, Nagpur, Bhopal, Raipur.
- **East Zone:** Kolkata, Guwahati, Jamshedpur, Bhubaneswar.

In addition to these locations, the Institution also has a designated examination centre in **Dubai**.



For International Students:

- In addition to the above locations, the institution also has a designated international examination centre, located in **Dubai**.
 - To facilitate the learning of international students, applying from any other location except India and Dubai, the mode of examinations will be online, which can be availed by meeting the requirements of the institute.
- a). Scanned copy of the visa for the country in which you are currently residing. The visa should be currently valid. No expired visas shall be considered.
- b). Scanned copy of government-issued ID from the residing country.
- c). HR recommendation or endorsement letter from the employer, stating the location of your work.
- Indian students, who are temporarily based out of India, can also avail of online examinations **on request** by meeting the above-mentioned requirements of the institute.



How to Apply

Login to our Application Centre to apply for the program [Click Here](#).

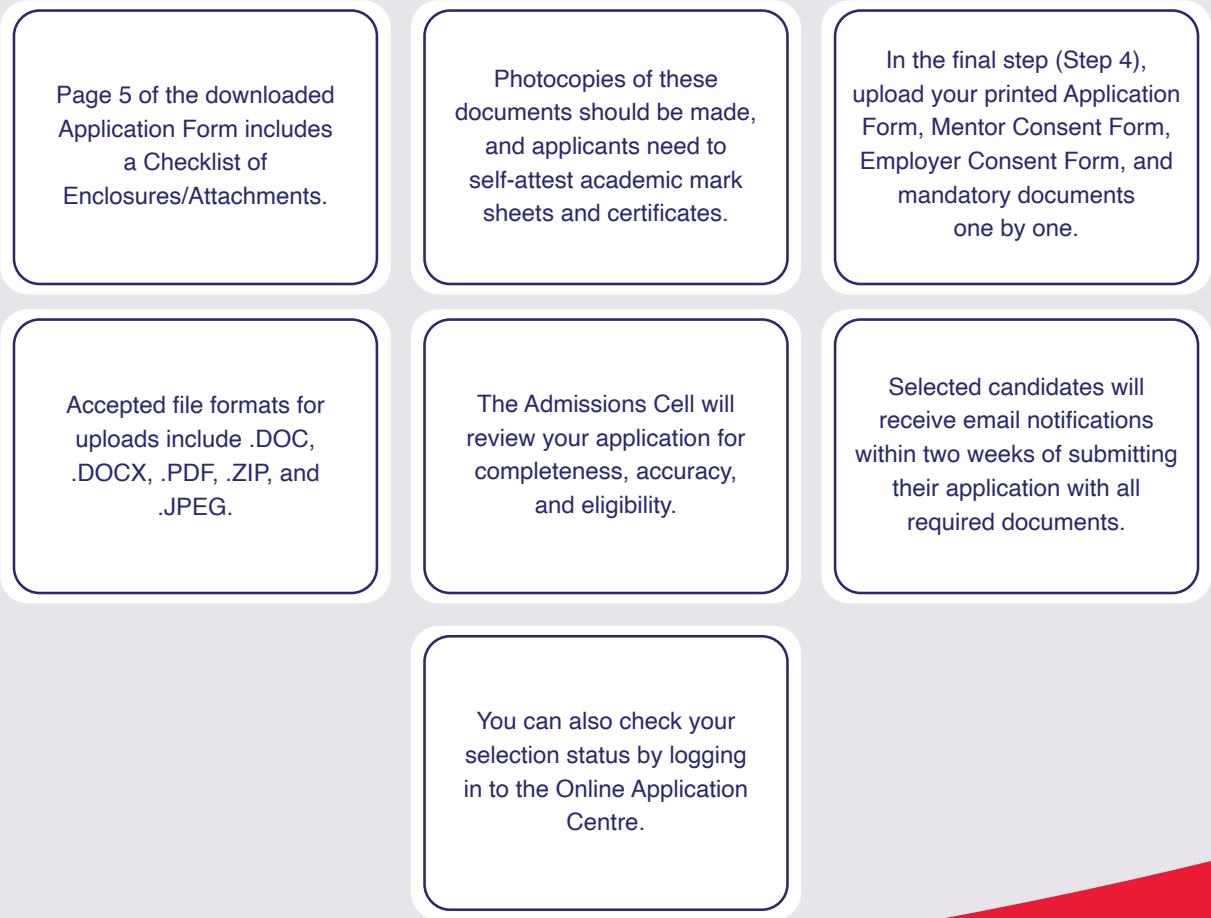
Points to Note

- a) Make photocopies of the documents mentioned in the Checklist.
- b) Applicants are required to self-attest all academic mark sheets and certificates.
- c) On page no. 3 a section called the Employer Consent Form. This form needs to be authorized by your organisation's HR or any other authorised signatory of the company.
- d) On page no. 4 is a section called the Mentor Consent Form. The Mentor Consent Form needs to be signed by the Mentor.



Who is a mentor:

- Candidates applying to Work Integrated Learning Programmes must choose a Mentor, who will monitor the academic progress of the candidate, and act as an advisor & coach for successful completion of the programme.
 - Candidates should ideally choose the immediate supervisor or another senior person from the same organisation. In case a suitable mentor is not available in the same organisation, a candidate could approach a senior person in another organisation who has the required qualifications. Wherever the proposed Mentor is not from the same employing organization as that of the candidate, a supporting document giving justification for the same should be provided by the candidate’s employer.
 - Candidates applying to B.Tech. programmes should choose a Mentor who is an employed professional with B.E./ B.S./ B.Tech./ M.Sc./ A.M.I.E./ Integrated First Degree of BITS or equivalent. Candidates applying to M.Tech., M.Sc., MBA, M.Phil programme should choose a Mentor who is an employed professional with:
 - B.E./ M.Sc./ M.B.A./ M.C.A./ M.B.B.S. etc. and with a minimum of five years of relevant work experience.
- OR
- M.E./ M.S./ M.Tech./ M.Phil./ M.D./ Higher Degree of BITS or equivalent.



Students **Speak**



I have gained a lot through this program. I am now in a zone where I am comfortable challenging others, I feel I am empowered with the right knowledge to do my job better with BITS Pilani WILP's degree programme

Dr Rashmi NP

Consultant Diabetologist, Excel Care Hospital
Participant of MBA in Hospital & Health Systems Management



I was looking for a programme that would enhance my knowledge and competencies in my field. This programme from BITS Pilani WILP offered me everything and more than what I was looking for. Online classes on weekends proved to be a boon and offered an enriching learning experience throughout.

Roopalatha Mandarapu

Quality Head, Pinnacle Hospitals
Participant of MBA in Hospital & Health Systems Management



I am glad that I chose to pursue a degree programme from BITS Pilani WILP. I wanted to stay relevant and upgrade my knowledge and skills in the current field, and this programme was exactly what I needed. I found the BITS Pilani faculty extremely supportive, interactive, and have a great understanding of their respective subjects. Classes on weekend and recorded lectures proved to be helpful.

Sanjay Sonar

Subject Matter Expert, Optel Vision Pvt Ltd.



UGC Approval

BITS Pilani is an Institution of Eminence under UGC (Institution of Eminence Deemed to be Universities) Regulations, 2017. The Work Integrated Learning Programmes (WILP) of BITS Pilani constitutes a unique set of educational offerings for working professionals. WILP are an extension of programmes offered at the BITS Pilani Campuses and are comparable to our regular programmes both in terms of unit/credit requirements as well as academic rigour. In addition, it capitalises and further builds on practical experience of students through high degree of integration, which results not only in upgradation of knowledge, but also in up skilling, and productivity increase. The programme may lead to award of degree, diploma, and certificate in science, technology/engineering, management, and humanities and social sciences.

On the recommendation of the Empowered Expert Committee, UGC in its 548th Meeting held on 09.09.20 has approved the continued offering of BITS Pilani's Work Integrated Learning programmes.

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