

**Bachelor of Vocation – Healthcare Management**  
**Undergraduate Curriculum Framework 2022(UGCF)**

**DISCIPLINE SPECIFIC ELECTIVE –DSE – 2: HRM 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-2 HRM in Healthcare	4	3	1	0	NA	NA

**Learning Objectives**

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

1. Understand the unique challenges and dynamics of Human Resource Management (HRM) in the healthcare industry.
2. Explore the role of HRM in promoting a positive organizational culture and employee engagement within healthcare settings.
3. Develop skills in talent acquisition, recruitment, and retention strategies specific to healthcare professionals.
4. Analyze the importance of training and development programs for healthcare staff to enhance their skills and knowledge.
5. Gain insights into effective performance management and evaluation methods in healthcare organizations.
6. Examine the legal and ethical considerations related to HRM in the healthcare sector.
7. Learn about effective communication and conflict resolution techniques in healthcare teams.
8. Understand the impact of healthcare policies and regulations on HRM practices.

**Learning outcomes**

Upon successful completion of this course, students will:

1. Explain the key HRM challenges faced by healthcare organizations and propose strategies to address them effectively.
2. Assess the role of HRM in fostering a positive and inclusive work environment in healthcare settings.
3. Formulate talent acquisition and retention plans tailored to the specific needs of the healthcare industry.

4. Design and implement training programs that enhance the skills and knowledge of healthcare professionals.
5. Apply performance management techniques to evaluate healthcare staff and promote continuous improvement.
6. Demonstrate an understanding of the legal and ethical considerations in HRM practices within healthcare organizations.

## **Syllabus**

### **Unit 1(5 Hours)**

Introduction to HRM in Healthcare , Overview of HRM and its significance in the healthcare sector , Key challenges and opportunities in HRM specific to healthcare organizations, Understanding the healthcare industry's unique workforce requirements.

### **Unit 2(10 Hours)**

Organizational Culture and Talent Acquisition , The role of HRM in shaping the organizational culture within healthcare setting , Strategies to promote employee engagement and job satisfaction in healthcare teams, Employee motivation and its impact on patient care , Recruitment strategies for attracting and selecting skilled healthcare professionals, Effective interviewing techniques and assessment methods for healthcare candidates, Diversity and inclusion in healthcare hiring.

### **Unit 3(5 Hours)**

Training and Development in Healthcare, Identifying training needs and designing relevant programs for healthcare staff, Implementing continuous learning initiatives to enhance healthcare professionals' skills, Evaluating the effectiveness of training programs in healthcare settings.

### **Unit 4(5 Hours)**

Performance Management in Healthcare : Establishing performance management systems for healthcare employees, Performance appraisal methods and feedback mechanisms in healthcare organizations, Addressing performance issues and fostering improvement.

### **Unit 5(10 Hours)**

Legal and Ethical Considerations in HRM , Understanding healthcare-related employment laws and regulations, Ethics in HRM decisions, especially concerning patient privacy and confidentiality, Managing conflicts between ethical principles and organizational objectives.

### **Unit 6(10 Hours)**

Communication and Conflict Resolution in Healthcare Teams, Effective communication strategies in healthcare settings, Handling conflicts and promoting teamwork among healthcare professionals, Building effective working relationships in a diverse healthcare workforce.

**Practical component (if any) –**

N/A

**Essential/recommended readings**

1. Sharma, D. K., & Goyal, R. C. (2025). Hospital administration and human resource management (7th ed.). PHI Learning.
2. Sinha, P. R. N., Shekhar, S. P., & Bala, I. (2023). Human resource management (2nd ed.). Cengage India.
3. Hernandez, S. R. (2010). Strategic human resources management in health services organizations (3rd ed.). Cengage Learning.
4. Sharma, R. C., & Sharma, N. (2025). Human resource management: Concepts, theories & contemporary practices. Routledge India.
5. Bhardwaj, H., Kalkar, P., & Bharathi, D. (2023). Essentials of human resource management. Kaav Books.
6. Sadri, S. (2023). Human resource management in modern India. Himalaya Publishing House.

**Suggestive Readings –**

1. Flynn, W. J., Mathis, R. L., & Jackson, J. H. (2015). Healthcare human resource management (3rd ed.). Cengage Learning.
2. Joshi, M. S., Ransom, E. R., Nash, D. B., & Ransom, S. B. (2014). The healthcare quality book: Vision, strategy, and tools (3rd ed.). Health Administration Press.

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