

# **Pravara Institute of Medical Sciences (Deemed to be University)**

Loni Bk – 413 736, Tal. Rahata, Dist. Ahmednagar (M.S.)

NAAC Re-accredited with 'A' Grade (CGPA 3.17)

**Established under Section 3 of UGC Act. 1956, vide Govt. of India  
Notification No.: F.9-11/2000-U.3, dated 29<sup>th</sup> September, 2003**



## **Curriculum & Syllabus**

# **PG DIPLOMA IN HOSPITAL AND HEALTHCARE MANAGEMENT (PGD HHM)**

**Approved vide Academic Council Resolution  
No. AC/2022/D-18(iii) dated 4<sup>th</sup> October 2022**

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University Established under section (3) of UGC Act, 1956.

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LONI - 413736, (Near Shirdi), Tal. Rahata,  
Dist. Ahmednagar (Maharashtra), India.

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- Dr. Balasaheb Vikhe Patil Rural Medical College
- Rural Dental College
- Dr. APJ Abdul Kalam College of Physiotherapy
- Smt. Sindhutai Eknathrao Vikhe Patil College of Nursing
- Centre for Bio-Technology
- School of Public Health and Social Medicine
- Dr. Vitthalrao Vikhe Patil Pravara Rural Hospital

Ref. No.  
Ref.: PIMS/R/2022/ 2044

Date :  
Date: 03/12/2022

## NOTIFICATION NO. 90/2022

*Sub:- Post Graduate Diploma under School of Public Health & Social Medicine, PIMS(DU), Loni.*

*Ref.:-*

1. SOP/Rules governing VAP/STTP/STFP offered at constituent College of PIMS - DU Vide University SOP/Rules & Regulations.
2. Proposal for the introduction of Post Graduate Diploma by School of Public Health & Social Medicine, PIMS (DU) Loni.
3. Recommendation of the Board of Studies dated 26/07/2022.
4. Academic Council Resolution No. AC/2022/D-18(iii), dated 25/08/2022.

### NOTIFICATION

The Authorities of the Pravara Institute of Medical Sciences - Deemed to be University (PIMS- DU) are pleased to Notify and approve the Post Graduate Diploma Programmes:-

- (1) PG Diploma in Epidemiology and Biostatistics (PGDEB).
- (2) PG Diploma in Hospital and Healthcare Management (PGDHHM) .

The Director of the School of Public Health & Social Medicine is authorised to offer the said Post Graduate Diploma Programmes to their students w.e.f. Academic Year 2023-24. They shall adhere to the rules/SOP of PIMS-DU governing the Post Graduate Diploma Programmes. This PG Diploma Programmes will be conducted by School of Public Health & Social Medicine, PIMS (DU), Loni.

### Details of Post Graduate Diploma Programmes:-

Sr. No.	College	Title of the Certificate Programme	Eligibility Criteria	Duration	Intake Per Batch	Fee (Rs.) Per student
1	School of Public Health & Social Medicine	1. PG Diploma in Epidemiology and Biostatistics (PGDEB)	UG, PG Medical, Dental, Nursing, Physiotherapy, Allied Health Sciences & Para Medical Sciences	1 Year	20	40,000=00
2		2. PG Diploma in Hospital and Health care Management (PGDHHM)	- UG, PG Medical including AYUSH, Dental, Nursing, Physiotherapy, Allied Health & Para Medical Sciences - UG, PG Biological, Physical, Mathematical, Technical and Management, Arts, Commerce, Humanities and Social Sciences	1 Year	20	40,000=00



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- School of Public Health and Social Medicine
- Dr. Vitthalrao Vikhe Patil Pravara Rural Hospital

Ref. No.

Date :

The Rules and Regulations as well as the syllabus of the above mentioned Post Graduate Diploma Programmes is enclosed here with as the Annexure to this Notification for the implementation and consideration of students of the college w.e.f. 2023-24.

The Director of the School of Public Health & Social Medicine shall maintain all the relevant records of the said Post Graduate Diploma Programmes (Brochure/Notification/ Time table/Resource Academic Time Table/Schedule/Attendance of Participants and Resource Persons, Evaluation, feedback certificate, photographs etc.) in their custody and submit the data and its Analysis to institutional IQAC/University IQAC annually.

By the orders of the University.

Encl. Annexure : Rules & Regulations and syllabus of Post Graduate Diploma Programmes.



Registrar

Registrar

Pravara Institute of Medical Sciences  
(Deemed to be University)  
Loni - 413736, Tal. Rahata  
Dist. Ahmednagar (M.S. India)

Copy to :-

1. The Director- School of Public Health & Social Medicine, PIMS-DU, Loni - (for implementation)
2. The Dean, Faculty of Allied Health Sciences - for information and necessary action
3. Controller of Examinations, PIMS (DU), Loni.
4. Co-ordinator, IQAC, PIMS-DU, Loni.
5. Co-ordinator, SPHSM, IQAC, PIMS-DU, Loni.
6. PA to the Registrar - PIMS-DU, Loni.
7. Finance Officer, PIMS (DU), Loni.
8. CET, PIMS(DU), Loni.

Copy for information to: 1. Hon'ble President, PIMS-DU, Loni.

2. Hon'ble Vice-Chancellor, PIMS-DU, Loni.

## **Rules and Regulations and Syllabus of PG Diploma in Hospital and Healthcare Management (PGDHHM)**

SN	Contents
<b>SECTION I- Rules and Regulation of PG Diploma in Hospital and Healthcare Management</b>	
1	Nomenclature of Degree/Diploma
2	Background and Significance
3	Employment Opportunities / Career Prospects
4	Unique Features of the Program
5	The University
6	The Constituent Unit / College
7	The Faculty
8	Pattern of the Program
9	Duration of the Program
10	Medium of Instruction
11	Objectives of the Program
12	Program Outcomes (PO)
13	Intake Capacity
14	Eligibility for Admission into the Program
15	Admission / Selection Procedure for the Program
16	After Selection Formalities
17	Procedure for Cancellation of Admission
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19	Program Structure
20	Attendance/Leave/Vacation
21	Assessment of Course/Examination
22	Scheme of Examination
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<b>SECTION II- Syllabus for PG Diploma in Hospital and Healthcare Management</b>	

**SECTION I:**  
**Rules and Regulation of**  
**Post Graduate Diploma in Hospital and Healthcare Management**  
**(PGD HHM)**

**1. Nomenclature of Degree / Diploma**

Post Graduate Diploma in Hospital and Healthcare Management (PGD HHM)

**2. Background and Significance**

The global health industry is one of the most leading industries. It has been constantly evolving, rapidly expanding with the growing time. Hospital and healthcare management is an upcoming field with need for Hospital & Healthcare Managers in most super-specialty, tertiary and secondary level hospitals to Community and Primary Health Centres and Clinics to ensure efficacy and cost effective health care delivery. There are many complex challenges faced by hospital and healthcare managers in the ever-growing industry operating in private and public sector organizations. A specialized cadre of Health Professionals skilled in leadership, networking, hospital management, interpretation of data, finance and information systems and communication will be developed through this Post Graduate Diploma.

The PGD HHM is a highly specialized program that has been designed to prepare professionals for management of the hospitals, and healthcare industry. This diploma program that combines the steams of Management, Healthcare and Organizational Behavioural Sciences. Thus, the Program supports the growing hospital settings and healthcare sector of developing countries such as India.

**3. Employment Opportunities / Career Prospects**

The PGD HHM program is a pathway to the career of Hospital Administration and Healthcare Management. Graduates of this program are hired at senior management and administrative positions across leading Hospitals, Nursing Homes, Clinics, Pharmaceutical Companies, Public and Mental Health Organizations, Health Insurance Companies, Public Health Academic & Research Institutions and Healthcare chains and are equipped with the skills to streamline operations and increase the efficiency and performance of these organizations. The common job profiles of PGDHPHM include: Public Health, Medical and Health Services Managers, Hospital Administrator, Public Health Manager, Senior Manager, Hospitals and other leadership positions. The skills developed in this program are also useful to professionals who wish to set up their own Public Health Consultancy, hospitals, clinics or any other Public Healthcare organizations and consultancy.

**4. Unique Feature of the Program**

- Interdisciplinary approach
- Competency driven curriculum
- Linkages with Hospitals and Healthcare Centres
- Emphasis on Problem solving, evidence-based learning
- Use innovative pedagogy – balancing institutional and community-oriented training
- Focus on transformative learning

**5. The University**

Pravara Institute of Medical Sciences (PIMS) - Deemed to be University

## 6. The Constituent Unit / College

School of Public Health and Social Medicine (SPHSM)

## 7. The Faculty

This Program is offered under the “*Faculty of Allied Health Sciences*”

## 8. Pattern of the Program

The program adopts Choice Based Credit System (CBCS) and Grading System.

## 9. Duration of the Program

Minimum duration to complete this programme is 1 year (two semesters) and maximum is 3 years.

## 10. Medium of instruction- English

## 11. Objectives of the Program

The PGD HHM is a diploma course that combines the streams of Management, Healthcare and Health Sciences. This Program provides information about how to effectively manage and administer various requirements of a Hospitals and Healthcare establishments and deals with the techniques and managerial aspects of dealing in hospital, public health and healthcare sector.

- a) To impart theoretical knowledge and develop practical skills for the management of hospitals and public healthcare establishments.
- b) To provide well trained and skilled administrative and managerial manpower to health & public health industry

## 12. Program Outcomes (PO)

At the end of the course the participants will be able to

1. Learn scientific approach to managing human resources, finance, communication, materials etc as are required by hospitals and other Healthcare establishments / programs / providers.
2. Enables the student to tackle day-to-day problems that are encountered in hospital and Public healthcare management.
3. Familiarize with modern principles, practices involved in hospital & healthcare management

## 13. Intake Capacity: Max. 20 students per year

## 14. Eligibility:

- Under-graduate or Post-graduate in any medical including AYUSH, Dental, Nursing, Physiotherapy, Allied Health and Para-medical Sciences
- Undergraduate or Postgraduate in any Biological, Physical, Mathematical, Technical and Management, Arts, Commerce, Humanities and Social Sciences

**Note:** Candidates with minimum 50% marks in above subjects from any Indian University or equivalent degree from a recognized overseas University. All Overseas university degree holders should submit their equivalence certificate from Association of Indian University (AIU) or respective statutory bodies like (MCI, DCI, INC etc.).

## 15. Admission / Selection Procedure:

- The selection of the students for admission to the course will be as per the admission rules of the PIMS-DU
- Preference will be given to the candidates who have work experience in the field of Health Sector or its related fields.
- In-service candidates should approach through proper channel–HoD and/or HoI with a No-Objective Certificate

## 16. After Selection procedures

- **Acceptance Letter of Admission:** The student to return the duly signed copy of the Provisional Admission Letter as acceptance of admission to the Director, SPHSM
- **Verification of Original Documents:** The following certificates will have to be submitted to the Office of SPHSM for verification at the time of finalizing the Admission of the Candidate. After confirmation of admission, all these documents will be retained by the University
  - All Degree certificates & Mark sheets/Transcripts
  - Nationality Certificate/Domicile Certificate/Valid Passport/Aadhar Card
  - School or College Leaving/Transfer Certificate
  - Migration Certificate
  - Medical Fitness Certificate
  - Gap Certificate (if applicable)These documents will be returned to the candidate after completion of the course.
- **Confirmation of Admission:** Admission will be confirmed only after receipt of the payment of Full Tuition Fee and other statutory fees & deposits, by the candidate within the stipulated time.

## 17. Procedure for Cancellation of admission

A candidate who has confirmed the admission may cancel it by submitting an application to the Director, SPHSM along with the following document

- i) Application for cancellation duly signed by the candidate & Co – signed by parent/ Guardian.
- ii) Original Fees Receipts.

Period of cancellation	Permissible Refund
Within Thirty days from date of admission	Entire amount of Annual Tuition Fees after deduction of processing fee of Rs. 1000/-
Within Forty five days from date of admission	Refund will be made after following deductions <ul style="list-style-type: none"><li>● Rs.1000/- processing fee</li><li>● Deduction of monthly fee i.e. 10% of tuition fee</li></ul>
After forty five days of admission	No cancellation of admission, entire tuition fee has to be paid

- All Deposit will be refunded in full in case of cancellation of admission.
- The permissible refund will be made after three months from date of application for cancellation.No Correspondence in this regard will be entertained during this period.

## Cancellation during the conduct of the course

In the event of failure to qualify to continue the chosen Programme, for what so ever reasons, the student will be liable to pay the complete course fee to secure NOC and return of original documents from the institute concerned. Application needs to be submitted to the Director of the School to this effect.

## 18. Course

- A “Course” is a component of programme, i.e. papers will be referred to as courses. Each course is identified by a unique course code. Papers from each semester will be given different codes i.e. courses from semester I will be identified as PGDHHM 101 onwards, likewise courses from semester II will be identified as PGDHHM 201 onwards.
- A course comprises lectures / tutorials / laboratory work / practical / field work/ project work / scenario-based learning / seminar / workshop / symposia / CME / conference etc. or a combination of some of these.

## 19. Program Structure

All students must complete Two Semesters of six months duration each with 120 working days.

Subject code	Title of Paper/ Practical	Subject code	Title of Paper/ Practical
<b>SEMESTER I</b>		<b>SEMESTER II</b>	
PGDHHM 101	Principles & Functions of Management- I	PGDHHM 201	Clinical, Therapeutic & Diagnostic Services Management
PGDHHM102	Principles & Functions of Management– 2	PGDHHM 202	Support, Utility Services & Risk Management
PGDHHM103	Organization and Management of Hospitals & Health Centres	PGDHHM 203	Health Systems & Healthcare Management
PGDHHM 104 EL 1	Research Methodology & Biostatistics	PGDHHM 204 EL 3	Research Dissertation
PGDHHM 104 EL 2	Project Planning and Management	PGDHHM 204 EL 4	Project Work
PGDHHM105	Human Biology & Basic Health Sciences ( <i>Value Audit Foundation Course for non-medical students</i> )	PGDHHM 205	Internship/Practical/Course work
PGDHHM 106	Practical / Course work		



## 20. Attendance/Leave/Vacation

The student must meet the requirement of 75% (60%) attendance in physical classes per semester for granting the term. The Director of SPHSM shall have the right to withhold the student from appearing for university examination if the above requirement is not fulfilled. All other rules for student's Leave and Vacation will be as per the PIMS -DU guidelines.

## 21. Assessment of Course / Program

The final total assessment of the student shall be made in terms of an internal assessment and an external assessment. The internal and external assessment will constitute separate heads of passing and they will be shown separately in the marks sheet. For each paper meant for University evaluation, the ratio of marks for internal assessment in relation to external assessment shall be 30:70. The schedule of both the Internal and university examination will be communicated to the students through the academic calendar before starting the semester.

### Continuous Internal Assessment (CIA)

CIA forms the Formative Assessment component of evaluation. It is structured to elicit the Students' domain knowledge, analytical and creativity skills. The internal assessment will be continuous throughout the semester. The CIA for each theory subject would have a total weightage of 150 marks which would be assessed in the following pattern for the components mentioned in the table. The marks received by the student in CIA will be converted in to 30 marks, as an internal assessment. If the marks obtained by the student in CIA are in decimal point, it will be rounded off to next digit. The CIA will be done by the subject teacher.

Midterm written test (50Marks)	Prelims written test (70 Marks)	Field work/ Posting (10 Marks)	Seminar/GD (10 Marks)	Assignments/ Scenario based study (10 Marks)
To be conducted in the mid of semester	To be conducted just before university exam	Public health posting/ field work	One Seminar/ subject/semester	One assignment /subject/semester

The marks of the CIA will be communicated to the university at the end of the semester before the university exams.

### External / University Assessment

The university assessment for theory subjects shall be based upon the written examination to be held at the end of each semester. The written examination will be conducted for 70 marks by the university. The schedule of the examination will be communicated by the university well in advance. All rules regarding passing or university examination will be as per university rules.

## 22. Scheme of Examination

The distribution of the marks as well as credits for all the courses under PGDEB will be as follows.

Subject code	Title of Paper/ Practical	Marks			Credits
		Internal	External	Total	
<b>SEMESTER I</b>					
PGD HHM101	Principles & Functions of Management – 1	30	70	100	4
PGD HHM 102	Principles & Functions of Management – 2	30	70	100	4
PGD HHM 103	Organization and Management of Hospitals & Health Centres	30	70	100	4
PGD HHM 104 EL -1	Research Methodology & Biostatistics	30	70	100	4
PGD HHM 104 EL -2	Project Planning and Management	30	70	100	4
PGD HHM 105	Human Biology & Basic Health Sciences* (Value Audit Foundation Course for Non-medical students)	50			
PGD HHM 106	Practical / Course work	60	140	200	8
		<b>Total Marks/Credits</b>		<b>600</b>	<b>24</b>
<b>SEMESTER II</b>					
PGD HHM201	Clinical, Therapeutic & Diagnostic Services Management	30	70	100	4
PGD HHM202	Support, Utility Services & Risk Management	30	70	100	4
PGD HHM203	Health Systems Management	30	70	100	4
PGD HHM 204 EL – 3	Research Dissertation	60	140	200	8
PGD HHM 204 EL – 4	Project Work	60	140	200	8
PGD HHM 205	Internship / Practical / Course work	30	70	100	4
		<b>Total Marks/Credits</b>		<b>600</b>	<b>24</b>
	<b>Total 12 Modules</b>	<b>Grand Total Marks / Credits</b>		<b>1200</b>	<b>48</b>

The pattern of question paper will cover the entire syllabus. The theory paper will consist of SAQ and LAQ. However, the practical examination will cover the entire aspects of practical's, field postings, field visits and all other aspects which are not included in theory. Following are the subject wise details of examination scheme.

Theory subjects carrying 70 marks for university examination will be assessed with following method

<b>Que.1</b>	<b>Short Answer Questions (SAQ)-Attempt any four.</b>	<b>40 Marks</b>
A	Short Answer Question 1	10 Marks
B	Short Answer Question 2	10 Marks
C	Short Answer Question 3	10 Marks
D	Short Answer Question 4	10 Marks
E	Short Answer Question 5	10 Marks
<b>Que.2</b>	<b>Long Answer Questions (LAQ)-Attempt any two.</b>	<b>30 Marks</b>
A	Long Answer Question 1	15 Marks
B	Long Answer Question 2	15 Marks
C	Long Answer Question 3	15 Marks

The question paper should give equal weightage to all the topics in the course. The questions can be subdivided as per the demand of syllabus. The time allotted for the theory examination is 3 clock hours.

Practical subjects carrying 140 marks for university examination will be assessed with following method

<b>Que. 1</b>	<b>Lab work/Experiment</b>	<b>40 Marks</b>
A	Experiment 1	20 Marks
B	Experiment 2	20 Marks
<b>Que. 2</b>	<b>Exercise/Scenario based questions (SBQ)</b>	<b>30 Marks</b>
A	Exercise/SBQ 1	15 Marks
B	Exercise/SBQ 2	15 Marks
<b>Que. 3</b>	<b>Spots</b>	<b>20 Marks</b>
	5 spots * 4 Marks	20 Marks
<b>Que. 4</b>	<b>Viva voce</b>	<b>40 Marks</b>
<b>Que. 5</b>	<b>Journal</b>	<b>10 Marks</b>

### 23. Rule of passing.

The student will be declared as pass only when s/he scores minimum 50 % marks in internal as well as external examination. This rule is applicable to university subjects.

#### **24. Promotion of student to next semester**

Students are permitted to carry-over three failed courses/modules from first to second semester. However, if the student does not clear the arrears at the end of second semester s/he will reappear for the university assessments in the failed subjects in the subsequent years (maximum two years).

#### **25. Fees and payments**

The students have to pay the yearly tuition fee at the start of respective academic year in order to undertake the program. The fee structure will be decided by the university and will be revised / updated from time to time as and when it is necessary. The fee structure decided by the university at the time of entry of student in the program will remain same unless s/he completes the program. However, if the students fail to qualify to enter in second year, s/he still has to pay the entire tuition fee of the second year. The tuition fee will be collected for not more than two academic years from the students.

The other fees/charges during the academic program will be caution money, ERP Software, Insurance, Blazer, Eligibility, Registration, examination fee etc



## SECTION II

### **Broad Outline of the Syllabus of the PG Diploma in Hospital and Public Health Management**

Following is the broad outline of the Syllabus of the twelve Modules of theory and practical's, distributed into two semesters covering the following topics/subjects of the discipline of Hospital and Public Health Management. Each Module will have 60 Credit hours (4 Credit points) of teaching, practical's, field work, assignments, project work, seminars, group discussions etc.

#### **SEMESTER I (August to December)**

<b>SEMESTER I</b>			
<b>Course title</b>	<b>PRINCIPLES &amp; FUNCTIONS OF MANAGEMENT - 1</b>	<b>Course Code</b>	<b>PGD HHM 101</b>
<b>Course duration</b>	<b>August to December</b>	<b>Course type</b>	<b>Core</b>
<b>Course Objective</b>			
<ul style="list-style-type: none"><li>• To introduce students to the Core Principles of Management</li><li>• To give an overview of key functions, techniques of Management</li><li>• To impart knowledge about key organizational structure and behaviours</li></ul>			
<b>Course Content</b>			
<p><b>Unit 1: Principles of Management:</b></p> <ul style="list-style-type: none"><li>• Why Study Management Theory? The Scientific Management School Classical Organisation Theory School, The Behavioral School: The Organization is People, The Human Relations Movement, The Total Quality Management Movement, The Contingency Approach, The Management Science School, LO The Systems Approach Recent Developments in Management Theory, Principles of Management, Century Managers</li><li>• Significance of Management Principles- The Autocratic Model The Custodial Model The Supportive Model The Collegial Model</li><li>• Relevance in Healthcare Institutions.</li></ul> <p><b>Unit 2: Functions of Management:</b></p> <ul style="list-style-type: none"><li>• Functions/Objectives of Management Responsibilities of Management</li><li>• The Management Processes- Planning</li><li>• Decision Making Organising Staffing Controlling</li><li>• Motivating and Leading.</li></ul> <p><b>Unit 3: Management Techniques:</b></p> <ul style="list-style-type: none"><li>• The Feedback Loop Time Series Analysis</li></ul>			

- Decision Making
- Break-even Analysis
- Operations Research
- PERT
- Strategic Planning
- Forecasting
- Value Analysis
- Statistical Quality Control
- Management by Objectives (MBO)
- Quality Circles (QC)
- Management Problem Solving Methods
- Managerial Skills
- Cost Analysis
- Utilization Management.

**Unit 4: Organisation Structure and Design:**

- Organisation Structure and Chart,
- Formal and Informal Organizations,
- Factors Influencing the Choice of Structure,
- Degree of Decentralization, Line and Staff Relationships,
- Specialization of Work,
- Span of Control and Levels of Management,
- Matrix Structure, Network Structure,
- Integration of organizational tasks and Activities,
- Designing Structure for a Service Organisation.

**Unit 5: Human Resource Planning:**

- Human Resource Planning: Activities Objectives of Human Resources Planning
- Human Resource Planning Process, Projecting manpower- supply and Demand at
- Organization Level, Developing Manpower Strategy-Key Concerns

**Unit 6: Recruitment, Selection and Induction:**

- Definitions, Recruitment and Selection, The Recruitment Process, Selection, Selection
- Tests, Interview, Physical Examination, Reference Checks and Final Decision, Placement, Induction, Orientation or Indoctrination.

**Unit 7: Training and Development:**

- Relevance of Training
- Training Need Assessment-
- Job Responsibilities and Task Analysis
- Determining Training Needs
- Principles of Adult Learning Approaches to Training-
- Types of Training
- Objectives of Training Training Methods- Lecture Method
- Role Play Case Method
- Group Discussion Competency Based Training Brainstorming
- Syndicate Method Panel Discussion Programmed Learning

- Training Aids Evaluation of Training- Assessment
- Evaluation Assessment Tests Evaluation of Training
- Preparation of Training Plan for the Hospital.

**Unit 8: Communication:**

- What is Communication?
- Types of Communication
- Elements of Communication
- Verbal and Non-verbal Communication
- Communication Networks
- Communication: Barriers and Bridges- Communication Barriers
- Communication Bridges
- Ten Commandments of Good Communication.

**Unit 9: Motivation:**

- Concept and Definition of Motivation
- Motives Related to Employee Behavior in Organisation-
- Primary Motives
- General Motives
- Secondary Motives
- Theories of Motivation-
- The Content Theories of Work Motivation
- The Process Theories of Work Motivation
- Motivation of Employees
- Management's Attitudes Towards Employees Techniques to Motivate Employees
- Benefits for Job Enrichment for Hospitals

**Unit 10: Leadership:**

- Importance of Leadership and its Definition Trait Approaches to Leadership
- Leadership Styles-
- Continuum of Leadership Behaviour Managerial Grid Style
- Life Style or Situational Approach to Leadership Four Systems of Management Leadership
- Roles and Functions of Leadership
- Leadership Skills.

**Unit 11: Union and Management Relations:**

- Trade Union- Statutory Definition
- Procedure for Registration
- Cancellation of Registration of Trade Union
- Immunity Against Criminal Conspiracy in Trade Disputes Immunity from Civil Suits
- Rights and Liabilities of Registered Trade Unions
- Collective Bargaining- Concept and Nature Processes
- Advantages Disadvantages
- Resolution of Industrial Disputes-
- Scope and Applicability of the Industrial Disputes Act are Hospitals and Pharmacies Industry?
- Coverage

- Industrial Dispute and Individual Dispute
- Dispute Settlement Machinery
- Strikes and Lock-outs
- Termination of Service and Domestic Enquiry General Statutory Protection
- Sexual Harassment of Women at Work Place

**Unit 12: Wage and Salary Administration:**

- Evolution of Wage Concepts-
- The Statutory Minimum Wage
- The Bare Subsistence or Minimum Wage
- The Concept of Living Wage
- Fair Wage
- Minimum Wage
- Need-based Minimum Wage
- Payment of Wages Act, 1936- Purpose of the Act Applicability of the Act Definition of Wages
- Responsibility for Payment of Wages
- Wage Period, Time of Payment of Wages, Mode of Payment, Deduction, Deductions Which May be Made From Wages, Limit on Total Amount of Deduction
- Minimum Wage- Object, Scope and Coverage, Definition of Wages
- Bonus- The Perspective, The Concept of Bonus, The Definitions of Bonus
- Equal Remuneration for Men and Women

**Unit 13: Human Resource Development:**

- What is Human Resource Development?
- The Concept of and Need for Human Resource development Human Resource Development Mechanisms
- Designing Human Resource Development Systems-
- Focus of the System
- Structure of the System
- Functioning of the System

**Unit 14: Decision Making:**

- Process of Decision Making, Types of Managerial Decisions, Decision Making Under Different States of Nature, Decision Making Styles, Individual Decision Style: Individual Differences in Decision Making, What Makes Individual Decisions Imperfect?, What Makes Group Decision Making Imperfect?, Essential Values and Key to Decision Making,
- Guidelines for Effective Decision Making.

**LEARNING SOURCE:** Self Learning Materials

**ADDITIONAL READINGS:**

- A. Management - Ricky W. Griffin Eighth Edition, 2005, Biztantra
- B. Fundamentals of Management-Stephen P Robbins et all, Pearson Publications, Fifth edition



**SEMESTER I**

<b>Course title</b>	<b>PRINCIPLES &amp; FUNCTIONS OF MANAGEMENT – 2</b>	<b>Course Code</b>	<b>PGD HHM 102</b>
<b>Course duration</b>	<b>August to December</b>	<b>Course type</b>	<b>Core</b>

**Course Objective**

- To introduce students to the effective managerial functions – Accounts, Finance, Budgeting, Logistics & Inventory Management etc.,
- To give an overview of cost estimations, marketing of Hospital & Healthcare activities and Health economics

**Course Content****Unit 1: Accounting Concepts and Application:**

- What is Accounting Accounting Process
- Objectives of Financial Reporting Accounting Concepts-
- Entity Concept
- Continuity Concept or the Going Concern Concept
- Cost Valuation Concept Double Entry Concept Accrual Concept Matching Concept
- Accountancy Conventions-
- Relevance, Reliability, Materiality, Comparability and Consistency, Conservatism, Periodicity Concept
- Critical Appraisal of Concepts and Conventions-
- Types of Accounts and their Applications-
- Personal Account, Real or Property Account, Nominal or Fictitious Account
- Accounting Books-  
General Ledger, Cash Book, Petty Cash Book, Subsidiary Book.

**Unit 2: Understanding Cost and Their Behaviour:**

- Costs
- Elements of Cost- Material, Labour, Expenses Classification of Costs-
- Variable and Fixed Costs, Direct and Indirect Costs, Capital and Recurrent Costs
- Some other Concepts of Costs-
- Product Costs and Period Costs, Decision-making Costs and Accounting Costs, Shut Down and Sunk Costs, Imputed or Hypothetical Costs, Differential, Incremental, and Detrimental Costs, Opportunity Costs
- Cost Accounting
- Cost Output Relationship Cost Analysis
- Methods of Cost Analysis
- Cost Behaviour in Relation to Hospital Output Cost Volume Profit Analysis
- Break Even Analysis.

**Unit 3: Budgeting:**

- What is Budget-  
Budget Defined, Main Characteristics of a Budget, How Does a Budget Help Us
- Classification of Budgets-  
Time Based Budgets, Function Based Budgets, Flexibility Based Budgets
- Budget Procedures and Administration-  
Prerequisites for Budgeting, Budget Administration, Budget Procedure, Benefits of

#### Budget Procedure

- Approaches to Budgeting-  
Incremental Approach, Performance Budgeting Approach, Zero Based Budgeting Approach.

#### **Unit 4: Financial Control:**

- Tools of Financial Control-  
Budget, Financial Statement Analysis and Control, Cost Analysis and Control, Financial Reports and Information System, Analysis of Hospital Statistics and Cost Control, Cost Containment
- Auditing-  
Definitions, Scope of Audit, Objectives of Audit, Limitations of Audit, Types of Audit
- Vouching-  
Definition, Objectives, Vouchers Special  
Points in the Audit of Hospitals  
Audit Objections  
Important Issues for Financial Control in Hospitals.

#### **Unit 5: Marketing of Health Care Services:**

- Marketing- Meaning and Scope
- Distinctive Nature of Services Marketing
- The Services marketing Mix
- Service Quality
- Marketing Communication for Health Care Services.

#### **Unit 6: Pricing of Health Services:**

- Pricing - The Basic Foundations
- Why is Pricing for Medical Hospital Services Different from Pricing for Goods-  
Prices of Hospital Services and Customer Knowledge
- Prices and Quality of Health Service Costs other than the Monetary Cost
- Role of Prices and Consumer Value
- Price Setting in Practice and Pricing Objectives-
- Pricing Objectives, Revenue Oriented Pricing Objectives, Market Skimming Objectives, Market Penetration Objectives, Operations Oriented Pricing Objectives, Patronage Oriented Pricing Objectives
- Bases Used & Pricing-  
Cost Based Pricing, Competition Based Pricing, Demand Based pricing, Pricing when Value to the Customer is Low Price, Price Discounting, Odd Pricing, Place Differentiates, Quality Differentiates, Penetration Pricing
- Pricing Strategies when Consumers Value Perception includes Augmented Services and Prestige
- Pricing Strategies when Consumers' Perception of Value is Value for Money Value Pricing
- Complementary Pricing Price Bundling
- Market Segmentation Pricing
- Implementing the Pricing Policy: Strategic Consideration

#### **Unit 7: Health Economics:**

- Definition of Health Economics and its Application in Health and Hospital Planning-  
Definition of Economics

- Contribution of Health Economics to Health Planning
- Economic Development and Health- Economic Development Demographic Development
- Health Development Production and Health Distribution and Health Consumption and Health
- Economies of Scale and Monopoly-
- Constant Returns to scale, Increasing Returns to the Scale (Economies of Scale), Decreasing Return to the Scale, Monopoly
- Externalities (Spillover Effects) Production Function
- Equity and Health
- Techniques of Economic Efficiency, Economic Efficiency, Operational Efficiency, Allocative Efficiency
- Demand, Supply, Elasticity of Demand and Supply- Demand, Elasticity, Supply
- Health Sector Financing.

#### **Unit 8: Logistics Management:**

- Definition, Goals and Objectives of Logistics Management- Definition, Goals and Objectives
- Principles in Logistics Management-
- Principles, Essentials in Logistics Management, Procedural Planning Sequence
- Functions of Logistics Management
- Tendering Procedures, Procurement and Inspection-
- Purchase Activities, Floatation of Tenders Enquiries, T&S of Purchases, Negotiations, legal Aspects of Purchasing, Quality Assurance
- Storage System, Standardization, and Codification and Classification- Storage System, Standardization, Codification and Classification
- Materials Accounting and Physical Distribution Logistics-
- Materials Accounting, Low of Goods, Physical Distribution Logistics
- Transportation System-
- Transport and Traffic importance, Modes of Transport, Miscellaneous
- Security of Stores
- Condemnation and Disposal of Stores-
- Introduction, Obsolete Materials, Surplus Materials, Scrap or Process Waste, Condemnation and Disposal
- Hospital Stores-  
Types, Pharmacy Services, Stores Management-Organisation and Physical Facilities of Pharmacy

#### **Unit 9: Inventory Control:**

- Aims and Objectives of Inventory Control Classification of Inventory
- Functions of Inventory Control and Criteria of Inventory Control-
- Needs/Necessity of Inventory Control, Scope of Inventory Control, Factors Involved in Determination of Inventory Policy, How to Reduce Inventory
- Tools and Techniques of Inventory Control-
- Techniques of inventory Control, Types of Inventory Control System.

#### **Unit 10: Equipment Management Planning and Procurement:**

- Present Scenario

- Steps for Equipment Selection Hospital Equipment Utilisation- Utilisation Index
- Important Factors Affecting Utilisation of Equipment
- Procurement of Imported Equipment

**Unit 11: Equipment Management Maintenance, Repair and Disposal:**

- Definition, Existing Situation
- Maintenance and Repair Facilities-
- Need for Repair and Maintenance Centre, Outline of the Plan of Biomedical Engineering Operations for Maintenance, Maintenance and Repairs
- Condemnation and Disposal.

**Unit 12: Break Even Analysis:**

- Broad Concept of Break-Even Analysis Approaches to Compute Break Even Point-
- Formula Approach, Determination of BEP as Number of Units Events, Break Even Point in Rupees Term, Break Even Point as a Percentage of Capacity
- Chart Approach
- More on Break Even Analysis
- A Case Study for Installation of a New Facility in a Nursing Home by Break Even Analysis
- A Case Study for Comparison of two Plans for Running of a Dietary Service in a Hospital

**Unit 13: Preparation of Financial Statement:**

- Broad Concept of Balance Sheet -Assets and Liabilities and Owner's Equity
- Broad Categories of Assets and Liabilities, Exercise to Distinguish Between Assets and Liabilities
- Types of Balance Sheets-
- Exercise Preparation of a Balance Sheet in Account Form, Exercise, Preparation of Balance Sheet in Report form, Exercise Find Defects in Given Balance Sheet, Interpretation of Balance Sheet
- Broad Concept of Profit and Loss Account; Revenue and Expenses
- Broad Categories of Revenue and Expenses-Exercise To Distinguish and categorize Revenue and Expenses
- Types of Profit and Loss Account-
- Preparation of a Profit and loss Statement in Account Form Preparation of a Profit and Loss Statement in Single Step Form Preparation of a Profit and Loss statement in Multiple Step Form To Find Defects in a profit & Loss Statement
- Interpretation of Profit and Loss Statement.

**Unit 14: Manual: Utilization of Equipment:**

- Review of Situation-
- Biomedical Equipment, National & International Regulatory Mechanism for manufacturers
- Factors Responsible-
- Overenthusiastic Projection, Improper Coordination of Physical Facility, Complicated Procedures, Fly' by Night Suppliers, Improper Coordination with Infrastructure, Selection of Inappropriate Technology, Environment Bye-laws, Spares and Consumables, Modification and Up gradation Aspects



- **Materials and Method-**  
Visit to Central Equipment Store and Other Important Cost Centers. Questionnaire Study, Study of Documents, Analysis of Critical Incident Reporting, Calculations of a Few Indices, Analysis of the Observation Data and Preparation of Report
- **Recommendations-**  
Need Assessment, Role of Management, Functions of CEPC

**Unit 15: Manual: Inventory Analysis:**

- Principles of Inventory Analysis,
- Methodology of Inventory Analysis,
- Inventory Control Analysis.

**LEARNING SOURCE:** Self Learning Materials

**ADDITIONAL READINGS:**

- A. Management - A Global and Entrepreneurial Perspective - Harold Koontz, Heinz \ Weihrich - TMH 12th edition, 2008.
- B. Management-Concepts and Cases-V. S. P. Rao, Excel Books

## SEMESTER I

<b>Course title</b>	<b>ORGANIZATION AND MANAGEMENT OF HOSPITALS &amp; HEALTH CENTRES</b>	<b>Course Code</b>	<b>PGD HHM 103</b>
<b>Course duration</b>	<b>August to December</b>	<b>Course type</b>	<b>Core</b>

### Course Objective

- To introduce students to the organizational behaviour and role of hospitals
- To give an overview of the Hospital Administration, Functions and Management

### Course Content

#### Unit 1: Evolution and Classification of Hospitals:

- Definition of Hospital History of Hospitals in India-
- Development of hospitals in Ancient India, Development of Hospital Service in India
- Classification of Hospitals-
- According to Director of Hospitals, According to Ownership Control, According to the systems of medicine, According to the Bed Strength, According to Clinical Basis
- Hospital as System-
- Functions of hospital, Hospital Organization, Role of Hospital in Primary health care

#### Unit 2: Hospital Organization:

- Hospital as an Organisation, Evolution of Hospital Administration, How Hospital Works?
- Medical Staff and Hospital Organisation, Professional Service Department in Hospital Organisation.

#### Unit 3: Role of Hospital

- Evolution of Role of Hospitals Functions of Hospitals-
- To Take Care of Sick and Injured, To Take Preventive Care and Health Promotion of Community, Surveillance Centre, Continuing Care of Patients, Rehabilitation, Education and Training of Staff, Research
- Role of Hospitals and Peculiarities Hospital as a System
- Hospital as Community Institution Changing Role of Hospitals
- Challenges and Strategies-
- The Problems, Land Marks of Efficiency of Hospital.

#### Unit 4: Role of Hospital Administration:

- Role Towards Patients-
- Profile of a Hospital Patients, Creation of a Friendly Environment, patient's Physical Needs, Patient's Emotional Needs, Patient's Clinical Needs, Patient's Satisfaction, and Patient Education
- Role Towards Organization-
- Strategic Planning and Management of the Hospital, Relating the Hospital to the External Environment, Operational Management of the Hospital, Managing Hospital Staff, Managing Hospital Materials, Managing Hospital Finance, Managing Hospital Information, Managing

- Relationship with the Medical Staff, Maintaining Relationship with the Public, Risk
- Management of the Hospital, Managing Ethics and code of conduct, Managing Legal and Statutory Responsibilities, Managing Marketing Responsibilities, Quality Management of the Hospital Services
- Role Towards Community- Obtaining Community Participation, Integrating the Hospital with other Care Institutions, Supporting Primary Care, Providing Extramural Services
- Attributes, Quality and skills of a Hospital Administrator.

**Unit 5: Present Hospital Scenario: Management Orientation:**

- Present Hospital Scenario- Resources Available
- Present Status of Medical Care
- The Maladies: Cause and Effect Relationship-
- The Maladies, Cause and Effect Relationship, Problems and Constraint
- Management of Hospitals challenges and Strategies- Management Disengages, Challenges and Strategies
- Remedial Measures.

**Unit 6: Public Relations and Image of Hospital:**

- Concept of Public Relation, Principles of Public Relation in Hospitals, Public Relation
- Department, Patient's Expectation and Satisfaction, Conflicts.

**Unit 7: Legal Aspects and Consumer Protection Act:**

- Medico- legal Aspects of Clinical Practice- Definitions, Duties and Responsibilities of Doctors, Professional Secrets and Privileged Communication, Consent
- Consumer Protection Act- Definitions, Consumer Protection Councils, Consumer Disputes Redressed- Agencies, Other Salient Features
- Application of Consumer Protection Act in Hospitals- Historical Perspective, Recent Judgment of Supreme Court, Implications for Health Professionals, Professional indemnity Schemes
- Medical Records- Importance of Medical Records, Storage and Custody of Medical Records.

**Unit 8: Fundamentals of Quality Management:**

- Historical Background, Concept of Quality Care and Quality Management, Concept of Quality Care, Concept of Quality Management, Present Indian Scenario, Organisation of Quality Management System, Organizational Analysis Awareness Campaign and Development of Quality Culture, Training, Development of Quality Manual, Development of Hospital Information System, Formulation of Criteria and Standards, Approach to
- Measurement of Quality, A Framework for Measurement of Quality, Review.

**Unit 9: Basic Engineering Services:**

- **Civil Assets-**  
Land and Sitting, Hospital Buildings, lateral Electrification and Lighting,

Ventilation, Internal Water Supply, Public Health Services, Lightning Protection, Lifts and Dumbwaiters, Structured Cabling, Intelligent Buildings, Hospital Roads. Pathways and Drains, Horticulture, Arboriculture and Landscaping

- **Electricity Supply-**

Sources of Supply and Standard Voltage, Electric Sub-station, Switchboards and Power Distribution, Load Segregation, Spot Power improvement, Stand-by Power Supplies, Stand- by DG Sets, Uninterrupted Power Supply (UPS), Earthing, Electrical Inspection, Future Expansion

- **Water Supply-**

Sources and Nature of Water, Hard and Soft Water, pH Value of Water, Physical and Chemical Standards, Bacteriological Qualities, Analysis Report, Disinfection of Water, Reverse Osmosis Process, Ultra-pure Water, Quantity Assessment, Water Supply System

- **Steam Supply-**

- Hot Water and Steam, Steam Boilers, Steam Distribution System, Boiler-Feed Water
- Central Medical Gases, Air and Clinical Vacuum Delivery System- Boiler-Feed Water System Elements, Source Equipment, Distribution System, Terminal units, Liquid Oxygen System, Maintenance Tips.

#### **Unit 10: Allied Engineering Services:**

- **Air-conditioning and Refrigeration-**

Air-conditioning, Air-conditioned Areas, Temperature and Humidity, Air-conditioning Load. Factors and Design Parameters, Air-conditioning Plant, Central Chilled Water System, Testing of the Plant Power and Water Requirements, Fire Dampers, Air Filtration, Air-conditioning of OT, Caution and Common Mistakes, Winter Heating, Desert Coolers, Refrigeration

- **Non-conventional Energy Devices-**

Conventional and Non-conventional Sources of Energy, Bio-gas Plants, Solar Energy, Solar Stills and Cookers, Space Heating with Solar Energy, Solar Water Heaters, Electricity Through Steam, Electricity Through Photovoltaic's, Wind power, Final Picture

- **Energy Conservation-**

Energy Saving Possibilities, First Steps to Conservation, Other Issues, Energy Conservation and Maintenance, Conservation by Heat Recovery, Energy Conservation Management, Caution

- **Maintenance Operation and Stores Management-**

Maintenance Categories, Comparison of Activities, Design Out Maintenance, Contract Maintenance, Requirements, Walk Around Inspection, Maintenance Spares and Stores, Requirement Analysis, Procurement, Storage and Preservation

- **Workshop Facilities-**

Workshop Section, Trades, Tradesmen Strength, Tools and Work Materials, Workshop Management



- Engineer Services Department-  
Types of Equipment, Engineering Services Department, Functional Aspects, Engineering Specialties, Structure of the Department, Staffing Pattern, Control and Responsibilities.

**Unit 11: Engineering Hazards:**

- Hospital Planning and Design-
- Hospital Layout, Design Soundness, Hospital Safety
- Physical Environment, Light, Colour, Sound, Climate, Ventilation
- Building Elements and Materials-
- Slip Hazards – Floors, Ramps, Steps and Stairs, Walls and Ceiling, Elevators, Shielding,
- Opening - Doors and Windows
- Hospital Installations-
- Electric Supply, Water Supply, Sanitary Equipment, Life Safety and Emergency Power, Communication System, Medical Gases. Piped Air and Vacuum
- General Standards for Details and Finishes Preventive Maintenance Programme.

**Unit 12: Organizational Analysis:**

- Concept of Organisation, Organisation Structure, Organisation Effectiveness.

**Unit 13: Patients Satisfaction:**

- Review of Situation, Materials and Methods, Action Plan.

SEMESTER I			
Course title	<b>RESEARCH METHODOLOGY &amp; BIostatISTICS</b>	Course Code	<b>PGD HHM 104</b>
Course duration	<b>August to December</b>	Course type	<b>Elective 1</b>

### Course Objective

- To impart training in the methodology of developing a research proposal and scientific writing.
- To train the students in designing research studies in hospital and healthcare fields
- To introduce students to the use of research and bio-statistics in hospital and healthcare
- To train students in presentation and interpretation of data pertaining to hospitals and healthcare centres

### Course Content

#### RESEARCH METHODOLOGY

##### **Unit 1: Introduction & Types of Research**

- Definition, Uses, Characteristics, Objectives, Motivation, Pre-requisites of research
- Major areas of research in hospitals, healthcare and health systems
- Problems encountered by researchers
- Types/Categories of Research – Basic / Fundamental Vs Applied Research, Theoretical / Conceptual Vs Empirical & Health Research Triangle
- Scientific Foundations of Research

##### **Unit 2: Research Methodology and Process**

- Definition of Research Methodology and Methods
- Research Process/Cycle/Steps in conducting research
- Research Protocol / Proposal Format
- Identification and Prioritization of Research Problems / Areas
- Review of Literature
- Formulation of Objectives, Research Questions and Hypothesis
- Planning Research Measurements, Scales of Measurements

##### **Unit 3: Research Designs / Methods - Quantitative Research**

- Introduction, concepts, decision algorithm for selection of particular design
- Bias and Confounding, Basic Risk Measurement, Association and Causation
- Exploratory, Descriptive (cross-sectional, epidemiological), Analytical Observational (case-control & cohort) study designs
- Prospective & Retrospective, Longitudinal study designs
- Diagnostic/experimental/interventional designs,
- Principles of experimental & quasi experimental studies (randomization, replication & local control) – CRD, RBD, Latin square, Factorial etc

##### **Unit 4: Research Designs / Methods - Qualitative Research:**

- Meaning, Basic tenets of Qualitative Research, Difference between Quantitative and Qualitative Approach to Research in social Work.
- Designing Qualitative Research: Steps, Methods of Qualitative Research (Field study, Case Study, Focus Group Discussions, Narratives, Observation and Theoretic

Research)

- Managing Qualitative Data: Procedures and Techniques of Analyzing Qualitative Data and Report Writing.

**Unit 5: Mixed Method Research:**

- Components of Mixed Methods,
- Procedures of Combining Quantitative and Qualitative research.

**Unit 6: Research in Hospital Administration / Management**

- Peculiarities of Research in Hospital Administration,
- Purpose of Research in Hospital Administration,
- Areas of Medico Administrative Research Study.

**Unit 7: Ethical Issues & Aspects of Health Research**

**Unit 8: Writing of thesis, Critical Review of Research Articles & Publication of Research**

**BIOSTATISTICS**

**Unit 9: Introduction to Statistical Applications in Research**

- Definition, Scope, Role and Applications
- Advantages and Limitations of statistics in human biology and health care delivery
- Types of Data, Sources & Systems of healthcare data
- Methods of Collection and organization of data,
- Scales of Measurement – Methods, Systems & Tools
- Classification & Presentation of Medical & Health Data -Tabular & Graphical

**Unit 10: Methods of Data Collection - Survey and Sampling**

- Observational, Interview, Questionnaire, Schedule of enquiry
- Sampling Theory – concept and importance
- Sampling Techniques – Probability, Non-Probability
- Sample size calculations
- Sampling distributions – Concept & Applications

**Unit 11: Descriptive Statistics**

- Measures of Central Tendency
- Measures of location
- Measures of Variability
- Coefficient of variation
- Normal Distribution & Normal Curve

**Unit 12: Probability, Inductive & Inferential Statistics**

- Definition, Scope & Applications in Public Health and Medical Sciences
- Standard Error of Mean, Proportion, Difference between two means & two proportions
- Inferential Statistics - Concept and applications
- Estimating population values
- Statistical significance of a difference

- Tests of Significance – Concept and applications of Parametric Tests: Z test, X2 test, t-test, F- test, ANOVA
- Concept and applications of Non-parametric Tests
- Association & Correlation – Concept, Types and Applications
- Regression - Concept, Types and Applications
- Application of Computer Statistical Software (SPSS, SAP, Epiinfo, R program) for research analysis

**Unit 13: Health and Vital Statistics**

- Sources and methods of collection of health statistics
- Measurement of health, ill-health and disease
- Concept of impairment, disability and handicap
- Health & Vital Statistics

**Unit 14: Hospital MIS and Statistics**

- Hospital Management Information System (HMIS)
- Hospital Statistics
- International Classification of Diseases (ICD), and International Classification of Impairment Disability and Handicap (ICIDH)

SEMESTER I			
Course title	<b>PROJECT PLANNING AND MANAGEMENT</b>	Course Code	<b>PGD HHM 104</b>
Course duration	<b>August to December</b>	Course type	<b>Elective 2</b>
Course Objective			
<ul style="list-style-type: none"> <li>To impart training in the methodology of developing a research proposal and scientific writing.</li> </ul>			
Course Content			
<p><b>Unit 1: Introduction</b></p> <ul style="list-style-type: none"> <li>Project Vs Program - Definition, Concept &amp; Structure, Benefits and Limitations</li> <li>Parameters for Successful projects</li> <li>Project types and characteristics</li> </ul> <p><b>Unit 2: Project Implementation Planning</b></p> <ul style="list-style-type: none"> <li>Structure &amp; Content – Personnel, Financial, Operational planning</li> <li>Project Initiating, Planning, Organizing, Executing, Monitoring and Evaluation</li> <li>Skills required &amp; attributes of Project Manager</li> </ul> <p><b>Unit 3: Project Life Cycle &amp; Stages</b></p> <ul style="list-style-type: none"> <li>Project Concept, Identification,</li> <li>Project preparation, formulation &amp; appraisal</li> <li>Project review and approval</li> <li>Project implementation planning</li> <li>Project Evaluation and Closeout</li> <li>Project Cycle Management</li> <li>PCM management tools</li> </ul> <p><b>Unit 4: Project Proposal / Grant Writing</b></p> <ul style="list-style-type: none"> <li>What is a Project Proposal?</li> <li>Types of Project Proposals</li> <li>Tips for writing the Project Proposal</li> <li>Project Proposal Generic &amp; Specific Formats</li> <li>General Requirements for Project submission</li> <li>Reasons for rejection of Proposals</li> </ul> <p><b>Unit 5: Decision making tools for project design, planning and management</b></p> <ul style="list-style-type: none"> <li>Logical Framework Analysis (LFA) Approach – a project design and analysis tool</li> <li>Stakeholder Analysis</li> <li>SWOT Analysis for project development</li> </ul> <p><b>Unit 6: Project management</b></p> <ul style="list-style-type: none"> <li>History, Roles &amp; Responsibilities</li> <li>Types of management (Strategic management, Operations management, Crisis management)</li> </ul>			

**Unit 7: Project Monitoring**

- What is Project Monitoring?
- Why to monitor projects?
- Steps in Project Monitoring
- Indicators, Methods & Techniques of Project Monitoring

**Unit 8: Project Evaluation**

- Meaning, Objectives, Scope of project evaluation
- Principles and Functions of project evaluation
- Methods & Stages of project evaluation
- Types of evaluation – Internal, external & participatory evaluation Methods
- Tools & Techniques (PERT, CPM)
- Indicators for project evaluation

**Unit 9: Fund raising Sources for Projects**

- Grant Writing Project proposals
- Sources of funding of projects – Regional, National & International

- **Practical, Assignments, Hands-on training of projects, Group discussion, Seminar etc**



SEMESTER I			
<b>Course title</b>	<b>HUMAN BIOLOGY AND BASIC HEALTH SCIENCES</b>	<b>Course Code</b>	<b>PGD HHM 105</b>
<b>Course duration</b>	<b>August to December</b>	<b>Course type</b>	<b>Value Audit Course for Non-Medical Students</b>
Course Objective			
<ul style="list-style-type: none"> <li>To provide an understanding about the structure and function of the human body</li> </ul>			
Course Content			
<p><b>Unit 1: Human Anatomy</b></p> <ul style="list-style-type: none"> <li>General Anatomy of Human body</li> <li>Related medical terminology</li> <li>Structure and function of organs and systems</li> <li>Digestive, Respiratory, Excretory, Circulatory and lymphatic, Musculo-skeletal, Nervous, Reproductive</li> </ul> <p><b>Unit 2: Human Biochemistry</b></p> <ul style="list-style-type: none"> <li>Introduction to Human Biochemistry and Related medical terminology</li> <li>A review of the biochemistry of carbohydrates, fats, proteins, vitamins, and minerals in the context of human disease</li> <li>Biochemical Laboratory Investigations –Role, Importance and application in Public Health.</li> </ul> <p><b>Unit 3: Human Physiology</b></p> <ul style="list-style-type: none"> <li>Introduction to Human physiology &amp; Related medical terminology Functions of Respiratory, Cardiovascular, GIT, Reproductive and Circulatory system.</li> </ul> <p><b>Unit 4: Human Microbiology</b></p> <ul style="list-style-type: none"> <li>Introduction to human microbiology</li> <li>Related medical terminology</li> <li>Sterilization, Disinfection</li> <li>Morphology of Bacteria and Virus (TB, Leprosy, Malaria, Typhoid, HIV, Hook worm, Round worm, Hepatitis, Polio)</li> <li>Basic Principles &amp; concepts of Immunology &amp; vaccination</li> <li>Microbiological Laboratory Investigations -Role, Importance and application in Public Health</li> </ul> <p><b>Unit 5: Human Pathology</b></p> <ul style="list-style-type: none"> <li>Introduction to human pathology</li> <li>Pathological Laboratory Investigations –Role, Importance and application in Public Health</li> </ul>			
Practical's			
<ol style="list-style-type: none"> <li>Visit to Clinical Biochemical laboratory</li> <li>Visit to Clinical Microbiology laboratory</li> <li>Visit to Clinical Pathology laboratory</li> <li>Visit to study the Central Clinical Lab.</li> <li>Visit to RHCs / THC's and Mobile Clinics to study the Laboratory functions</li> </ol>			

<b>SEMESTER I</b>			
<b>Course title</b>	<b>PRACTICAL / COURSE WORK BASED ON PGD HHM 101 TO PGD HHM 104</b>	<b>Course Code</b>	<b>PGD HHM 106</b>
<b>Course duration</b>	<b>August to December</b>	<b>Course type</b>	Core
<b>Course Objective</b>			
<ul style="list-style-type: none"> <li>To impart the practical training in the students through demonstration, field visit, field survey and field studies.</li> </ul>			
<b>Course Content</b>			
<ul style="list-style-type: none"> <li>The content of this course will be as per the practical's and field visits, course work, Group Discussion, Seminar / Workshop mentioned at the end of each course of semester I - PGD HHM 101 to PGD HHM 104</li> </ul>			

SEMESTER II			
Course title	<b>CLINICAL, THERAPEUTIC &amp; DIAGNOSTIC SERVICES MANAGEMENT</b>	Course Code	<b>PGD HHM 201</b>
Course duration	<b>August to December</b>	Course type	Value Audit Course for Non-Medical Students
Course Objective			
<ul style="list-style-type: none"> <li>To impart training in the methodology of developing a research proposal and scientific writing.</li> </ul>			
Course Content			
<p><b>Unit 1: Outpatient Services:</b> Brief History Functions and Types-</p> <ul style="list-style-type: none"> <li>Role and Functions Types</li> <li>Planning Considerations- Physical facilities and layout Equipments</li> <li>Staffing</li> <li>Organizational and Managerial Considerations- Policy</li> <li>Procedures</li> <li>Managerial Considerations</li> <li>Monitoring and Evaluation.</li> </ul> <p><b>Unit 2: Accident and Emergency Services:</b></p> <ul style="list-style-type: none"> <li>Role and Functions- Definitions Development and Scope Functions</li> <li>Types of Emergency Services Importance</li> <li>Planning Considerations- Location</li> <li>Space Requirement and Patient Load Physical Facilities and Layout Architectural Design Communication</li> <li>Equipment Requirements- Essential Equipments Equipments Maintenance Issues</li> <li>Staffing Considerations- Categories</li> <li>Policy and Procedures- Ambulance Services</li> <li>Registration and Records</li> <li>Investigations and Management Admissions and Referrals Medico Legal Issues</li> <li>Monitoring and Evaluation-</li> <li>Review (Audit) Committee Grievance Redressal Systems.</li> </ul> <p><b>Unit 3: Operation Theatre:</b></p> <ul style="list-style-type: none"> <li>Types</li> <li>Planning- Aims of Planning , Planning Criteria</li> <li>Design considerations- Location</li> <li>Size of the Operating Room Number of Operating Rooms Grouping of Operation Theatres Zoning</li> <li>Electrical</li> <li>Air-conditioning and Ventilation Manifold Facilities</li> <li>Pendent Structured Cabling</li> <li>Plumbing/Sanitary Installation Fire Fighting</li> <li>Design and Finishes Equipments Staffing</li> <li>Policy and Procedures- Operating Schedule Administration of OT Punctuality</li> </ul>			

- Theatre staff Operating List Outpatient Cases
- Transportation of Patients
- Maintenance of OT and Aseptic Standard.

**Unit 4: Intensive Care Unit:**

- Definition-
- Selection of Appropriate Patient Generic Goals
- Distributive Justice
- Immediate objectives: Societal Patient Values
- Types of ICU and Staffing Pattern- Classification on Type of Patient Admitted  
Classification on Organizational Structure Staff requirements
- Physical Facilities, Planning and Designing- Location
- Levels of Provision Special Requirements
- Intensive Coronary Care Unit
- Combined Medical and Surgical Intensive Care Pediatric Intensive Care Unit
- Equipment Requirement- Monitoring Equipment Therapeutic Equipment
- Policy and Procedures- Admission Procedure
- Day to Day Care and Discharge Procedures Quality Assessment and Improvement in ICU  
Aspects of Care
- Cost Effectiveness Coordination and Control.

**Unit 5: Inpatient Services:**

- Functions
- Planning and Organising, Inpatient Unit- Policy of the Hospital
- Physical Facilities Staffing
- Policy and Procedures Managerial Issues
- Monitoring and Evaluation.

**Unit 6: Nursing Services Organization and Administration**

- Development of Nursing as a Profession Role of Nursing Service-
- General Role Specific Role
- Role of Nurse Executive
- Functions, Tasks and Activities- Functions of Nursing Care Services Nursing Activities
- Nursing Tasks Organization
- Job Description of Nursing Superintendent and Deputy Nursing Superintendent- Nursing Superintendents
- Assistant Nursing Superintendents
- Job Description of Ward Incharge (Sister) Job Description of Staff Nurse
- Staffing Pattern.

**Unit 7: Ward Management and Nursing Care:**

- Concept of Ward Management and Nursing Care Nursing Needs of Patient
- Nursing Service Department/Unit Organisation and Management Nursing Care Methods
- Management of Patient and Attendants- Coordinating
- Counseling Nursing records
- Nursing Audit.

**Unit 8: Physical Medicine and Rehabilitation:**

- Brief History of PMR Services Disability and Rehabilitation
- Disability: Types, Magnitude and Causes Problems Related to Disabilities
- Goals and Objectives Rehabilitation Approaches Physical Layout
- Staffing and Equipment Policy and Procedures Managerial Issues
- Laws Related to Disabilities.

**Unit 9: Laboratory Services:**

- Role and Functions of Laboratories
- Types and Functional Components of Laboratories (Laboratory Medicine)- Functional Components
- Types of Laboratories
- Concepts of Planning Organization- Physical Facilities and Layout Equipment/Regents and Facilities Research and Training
- Policies and Procedures- Laboratory Administration
- Quality Control, Quality Assessment. Accreditation and Total Quality Management (TQM) Leadership and Motivation
- Personnel Management Personnel Policies
- Job Description and Staffing Recruitment, Policies and Procedures
- Information Management
- Managerial Issues- Problems of Management Laboratory Hazards
- Safety Precautions in the Laboratory Laboratory Waste Management
- Control and Evaluation.

**Unit 10: Radio Diagnosis and Imaging Services:**

- Types of Services- X-rays
- Ultrasound and Colour Doppler Computer Assisted Tomography Magnetic Resonance Imaging (MRI) Positron Emission Tomography (PET) Mammography
- Nuclear Imaging
- Single Photon Emission Computed Tomography (SPECT) Futuristic Scenario
- Planning and Organising Radio Diagnosis and Imaging Services- Physical Facilities
- Equipment Planning, Procurement and Installation
- Equipment Maintenance Staffing
- Policies and Procedures Managerial Issues.

**Unit 11: Radiation Hazards:**

- Biological Effects of Radiation Hazards Diagnostic Imaging-
- Radiation Protection and Safety Radiation Safety Monitoring
- Principles in the Layout of a Diagnostic X-ray Room
- Video Imaging Modalities- Contrast Media
- Laser Imaging
- Magnetic Resonance Imaging- Planning Constraints
- Preventive Measures Against Magnetic Field Hazards
- Nuclear Medicine Department- Facility Planning
- Radiation Protection Aspects
- Radioactive Waste Collection and Disposal Procedure for Obtaining Clearance
- Radiation Therapy-
- Facility Planning and Procedure Radiation Protection Facility Radioactive Waste
- Specifications for Tele Therapy and Brachytherapy

**Unit 12: Blood Transfusion Services:**

- Introduction
- Historical Development Role and Functions
- Types/Categories of Blood Banks Planning Considerations- Physical Facilities and Layout Equipment
- Staffing
- Policy and Procedures Managerial Issues
- Control and Evaluation.

**Unit 13: Pharmacy Services:**

- Pharmacy Services- Definition
- Brief History
- Role, Functions and Types- Roles and Functions
- Types
- Drug Distribution System
- Planning Considerations- Physical Facilities and Layout Furniture and Equipment Staffing
- Policies and Procedures- Therapeutic Committee
- Managerial Issues- Control of Drug Costs Effective Staff Utilization Human Relations Consumer Satisfaction Non-availability of Drugs
- Supply of Sub-standard Drugs Drug Pilferage
- Drug Distribution System
- Control and Evaluation Computerization in Pharmacy Services.

**Unit 14: Problems in OPD:**

- Review of the Situation- Significance of OPD Functions of OPD Problems in OPD Alternate Solutions
- Materials and Methods Action Plan-
- Direct Observation Evaluation of Process Evaluation of Outcome
- Activities.

**Unit 15: Organization of Emergency Care:**

- Review of Situation Materials and Method Action Plan
- Activities.

**Unit 16: Quality Assessment in Clinical Laboratory System:**

- Quality Control and Quality Assurance in Laboratory System including Blood Bank Assessment, Evaluation of Quality System
- Laboratory Management Problems of Management
- Control, Evaluation and Consumer Satisfaction Activities.

**LEARNING SOURCE:** Self Learning Materials

**ADDITIONAL READINGS:**

1. Hospital Administration by DC Joshi and Mamta Joshi-JAYPEE DIGITAL.
2. Hospital Administration and Management A Comprehensive Guide Author: Gupta Joydeep Das by JAYPEE DIGITAL

- Practicals, Group discussion, Seminars. Hospital & Health Centre visits

SEMESTER II			
Course title	<b>SUPPORT, UTILITY SERVICES &amp; RISK MANAGEMENT</b>	Course Code	<b>PGD HHM 202</b>
Course duration	<b>August to December</b>	Course type	<b>Core</b>
Course Objective			
<ul style="list-style-type: none"> <li>To provide knowledge on various support and utility services at the hospital and healthcare settings</li> <li><b>To provide adequate knowledge on the Risk assessment and management of these support and utility services at the hospital and healthcare settings</b></li> </ul>			
Course Content			
<p><b>Unit 1: Sterile Supply Services in Hospitals:</b></p> <ul style="list-style-type: none"> <li>Definition and scope of Service Aims and Objectives of CSSD Planning and Design Consideration-</li> <li>Structure and Location, Organisation of Work Flow</li> <li>Sterilization Process-</li> <li>Heat Sterilization by Steam, Sterilization by Ethylene Oxide Gas, Sterilization by Dry Heat, Radiation Sterilization</li> <li>Operational Considerations-</li> <li>Functional Activities, Distribution Systoles, Operating Policies</li> <li>Monitoring and Performance Evaluation Managerial Considerations-</li> <li>Maintenance and Repair of Equipment, Inventory Management, Budget Considerations.</li> </ul> <p><b>Unit 2: Medical Records Department:</b></p> <ul style="list-style-type: none"> <li>Definition, Purpose, Planning, Organizational and Staffing, Physical Facilities, Processing of Records and their Flow, Coding and Indexing, Storage and Retrieval, Reports and Return,</li> <li>Medico Legal Aspects of Medical Records.</li> </ul> <p><b>Unit 3: Linen and Laundry Services:</b></p> <ul style="list-style-type: none"> <li>Definition, Importance, Roles and Functions, Types of Laundry services, Categories of Linen in Hospital</li> <li>Planning Consideration-</li> <li>Linen Requirements, Mechanised Laundry Service, Physical Facilities, Equipment Requirements and Maintenance, Organisation and Staffing</li> <li>Laundry Processes-</li> <li>Main Laundry Process, Operational Aspects of Washing, Washing Formula</li> <li>Linen Distribution System, Centralized Linen Distribution System, Linen Inventories, Maintenance of Linen</li> <li>Administrative Policies arid Procedures Linen Control</li> <li>Quality Assurance.</li> </ul> <p><b>Unit 4: Dietary Services:</b></p> <ul style="list-style-type: none"> <li>Role and Functions, Planning Consideration, Physical Facilities and Layout, Staffing,</li> <li>Managerial Issues, Policies and Procedures, Control and Evaluation Mechanism.</li> </ul>			



**Unit 5: Housekeeping Services:**

- Brief History of Housekeeping, Components of Housekeeping, Importance, Role and Functions, Types, Organisation Structure, Staffing and Training, Cleaning Agents, Basic Cleaning Operations, Costing of Housekeeping Services, Control, Evaluation and Quality
- Assurance, Recent Trends in Housekeeping Services.

**Unit 6: Mortuary Services:**

- Role and Functions Planning Considerations-
- Location, Size, Number of Rooms and Layout, Space Required
- Physical Facilities Equipment Staffing
- Policies and Procedures
- Monitoring.

**Unit 7: Transportation System Ambulance Services:**

- Patient Transportation System – General Development of Ambulance Services
- Aim and Objective of Ambulance Services and Definition of Ambulance Role and Function of Ambulance Services
- Transportation of Patients, Staff and Visitors
- Classification and Types of Ambulances-
- Surface Ambulance, Helicopter Ambulance, Flying Ambulance (Ambulance Aircraft), Ambulance Trains, Centralized Accident and Trauma Services
- Design, Staffing Pattern and Equipment of Ambulance-
- Design, Scale of Authorization of Ambulance, Staffing Pattern of Ambulance, Equipping of Ambulances
- Administration of Ambulance Services: Policies and Procedures Ambulance Services Department-
- Physical facilities, Training of Staff, Communication System in Ambulances
- Ambulance Emergency Care Services of Developed Countries-
- France, Soviet System of Emergency Transportation, Japan, Israel, Australia, United Kingdom, West Germany, State of Ambulance Services in the Country, Report of the Health
- Survey and Planning Committee, 1961 (Mudaliar Committee), Report of the Hospital
- Review Committee on Delhi Hospital, 1968 (K.N. Rao Committee), Primary Health Care and Integration of Ambulance Services.

**Unit 8: Sanitation and Waste Management:**

- Importance of Hospital Waste Management, Types of Hospital Waste Implication of Hospital Waste-
- On Hospital Employee, On Public, On Environment, On Hospital Acquired Infection Legal and Ethical Aspects of Waste Management
- Waste Classification, Collection, Segregation and Storage, Treatment and Disposal Management Issues.

**Unit 9: Hospital Acquired Infection:**

- Epidemiology, Routes of Spread
- Control and Prevention-
- House Keeping, Dietary Services, Linen and Laundry, Central Sterile Supply

Department (CSSD) Security, Engineering Aspects, Nursing Care, Waste Disposal, Antibiotic Policy

- Hospital Infection Control Committee- Composition, Role and Functions
- Surveillance-
- Processing of Information Collected, Mode of Transmission, Interruption of Transmission, High Risk Procedure
- Training and Education
- Universal Precautions for Health Care Workers Legal Aspects.

#### **Unit 10: Disaster Management:**

- Basic Concepts-
- General, Disaster Classification, Disaster process, Spectrum of Disaster Management, Special Characteristics
- Disaster Management in India- National Level, State Level
- Principles of Disaster Planning-
- Principles, Disaster for Medical Relief, Principles of Mass Casualty Management
- Objectives of Hospital Disaster Plan, Need for Hospital Disaster Plan, Objective and Purpose, Planning process and Development of Plan
- Disaster Committee
- Organization, Role and Responsibilities- Organization
- Role and Responsibilities Organization Disaster Facilities
- Disaster Response, Response, Alert and Recall, Deployment, Disaster Administrator Disaster Manual
- Disaster Drill.

#### **Unit 11: Security Organization and Management:**

- Security Threats and Vulnerabilities of Hospitals-
- Threats and Vulnerabilities of Hospitals, Threat Groups, Security Sensitive Areas/Functions of Hospital, Strategic Security System, Conclusion
- Role and Function of ' security as a Service in Hospitals-
- Role of Hospital Security, Functions of Hospital Security Department, Non-Traditional Service" Functions, Conclusion
- Security Organisation and Physical Security Measures-
- Security Organisation, The Still' Complement, Physical Security Measures, Perimeter Protection system, Implementing Physical Control, Conclusion
- Access Control Concepts-
- Defining Access Control, Means and Components, Conclusion
- Integration of Security Technology-
- Need for Security Technology, Security Technology Plan, Computer and information security
- Selection and Management of Departmental Security Staff /Contract Security Agency and Security Training-
- System Choice, Selection of Contract security Agency, Verification of Security Personnel, Security Staff Discipline, Security Training, Conclusion
- Security and Law-
- Some Basic Provisions of the Indian Penal Code (IPC) - Concerting Security, Authority to Arrest, Use Force, Conduct Searches. Frisk, Inspect. Interrogate and Interview, Reporting Procedure, Conclusion

- Strategic Security Plan and Security politics and procedures-
- Effective Security Management in Hospital, Central Security Control Room, Patrols and Post Procedures/Techniques, Control of Visitor/ OPD Patients/Attendants, Standing Instruction for Security of Cash, Security Budgeting, Security Committee, Periodic Security Audit and Updating of Security Procedures, Conclusion
- Security-related Crisis/Disaster Management in Hospital-
- Types of Disasters, Preparing for a Disaster, Bomb Threat/Response, Conclusion
- Goals and Objective of Security Management-Goals, Objectives, Conclusion.

**Unit 12: Fire Hazards:**

- Elements of fire, Fire Hazard Triangle, Causes of Hospital Fire, Fire Progress Curve and Smoke Danger, Classification of Fire, Fire Protection
- Structure Planning and Design Consideration-
- Building Harness Communication Zone, Building Services, Central Air-Conditioning Facilities, Electric Installation, Special Hazards, Fixed Installation, Hazards Associated with Furnishing Material, Curtains Upholstery, Dresses Hood and Bedding Materials, Water Supply
- Fire Points and Escape Routes-
- Fuel Store, Manual Call Points, Means of Escape, Risk Evaluation.

**Unit 13: Case Studying Guidelines Nosocomial Infection:**

- Nosocomial Infection- Definition
- Aetiology and Types Mode of Spread
- Demonstration of Cases and Environmental Contamination- Types of Infected Cases, Mode of Spread
- Control of Infection-
- Hand Washing, Use of Barrier Precaution, Waste Disposal, Use of Disposable Items, Disinfection /Aseptic Practices, Waste Disposal Practices, Health Education and Training for Health Care Providers, Hospital Infection Control Committee (I-IICC)

**Unit 14: Guidelines for waste disposal in Hospital:**

- Hospital Waste-
- What is Hospital Waste, Types of Hospital Waste, Amount and Composition, Biomedical Waste
- Rationale for Waste Disposal-
- Patients and Hospital Acquired Infections (Nosocomial Infection), Health Care Providers at Risk, Population at Risk, Environmental Pollution and Hazards
- Demonstration of Waste Generation-
- Visit to Ward, Visit to Intensive Care Unit (ICU) and Operation Theatres (OTs), Visit to Laboratory, Visit to Areas where Radioactive Material is Used, Visit to Other Areas
- Demonstration of Safe Disposal-
- Segregation and Container, Transportation Treatment and Final Disposal Education, Training and Safety Measures.

**Unit 15: Guidelines for Disaster Management Manual:**

- Stages of Disaster
- Disaster Manual-

- Introduction, Distribution of Responsibilities, Chronological Action Plan, Checklist of Manpower, Equipment and Drugs, Rehearsal and Conclusion

**Unit 16: Fire Manual Guidelines:**

- Types of Grades of Fire, Elements of Fire Safety, Fire Safety Training, General Instructions, Do's and Don'ts for Electrical Fire Prevention, Action to be Taken in Case of Fire in a
- Hospital, Procedure After Fire Alarm, What to do in Case of Fire in Non-patient Buildings, Evacuation Plan in the Event of Fire, Checklist for Fire Preparedness.

**LEARNING SOURCE:** Self Learning Materials

1. Srinivasan A. V. (ed), Managing a Modern Hospital, Chapter 2, Response Books New Delhi, 2000
2. Hospital Administration by DC Joshi and Mamta Joshi-JAYPEE DIGITAL

- **Practical's**

**SEMESTER I**

<b>Course title</b>	<b>HEALTH SYSTMES &amp; HEALTHCARE MANAGEMENT</b>	<b>Course Code</b>	<b>PGD HHM 203</b>
<b>Course duration</b>	<b>August to December</b>	<b>Course type</b>	<b>Core</b>

**Course Objective**

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**Course Content****Unit 1: Concepts in Community Health:**

- Natural History of Disease-
- Interaction of Agent, host and Environmental Factors, Spectrum of Disease Determinants of Health
- Levels of prevention (Interventions)-
- Primary Prevention, Secondary Prevention, Answers to Check Your Progress, Tertiary Prevention
- Indicators of Health-
- Mortality Indicators, Morbidity indicators, Disability indicators, Nutritional Status indicators, Utilization Rates, Indicators of Social and Mental Health, Environmental Indicators, Socio-economic Indicators, Health Care Delivery Indicators, HFA indicators, Indices
- Epidemiological Surveillance-
- Definition of Surveillance, Purposed Use of Surveillance, Epidemiological Surveillance System, Limitations of Surveillance

**Unit 2: Health for All Primary Health Care:**

- Concept, Scope and Vision of HFA Primary Health Care and Components Principles of Primary Health Care-
- A New Course of Action for Health. Implications of the Primary Health Care Approach, Distribution of Primary Health Care Centres
- Role of Hospitals in Primary Health Care-
- Hospitals Versus Primary Health Care: A False Antithesis, The Need for Hospital Involvement, Role and Functions of the Hospital at the first Referral Level, Issues in Role of Hospital in Primary Health Care
- Health For All (HFA) in the Twenty-first Century- Targets
- Primary Health Care Infrastructure.

**Unit 3: Basics of Epidemiology :**

- Concept of Epidemiology
- Important Epidemiological Principles and Concepts-
- Natural History of Disease, Epidemiological Triad, Levels of Prevention/Intervention, Risk Approach in Health Care, Measurement
- Epidemiological Methods-
- Descriptive Epidemiological Studies, Analytical Epidemiological Studies
- Epidemic Management- Patterns of Epidemics
- Epidemic Forecasting and Management
- Screening

**Unit 4: Occupational Health:**

- Definition and Scope of Occupational Health- Definition, Scope
- Health Problems Due to Industrialization Occupational Hazards-
- Physical Hazards, Chemical Hazards, Biological Hazards, Psycho-social Hazards,
- Prevention and Control Hazards
- Occupational Diseases-
- Identification and Diagnostic Criteria of Occupational Diseases, Examples of Some Occupational Diseases, Modifiable Occupational Diseases, Compensable Occupational Diseases, Prevention of Occupational Diseases
- Occupational Health Services-
- Role of International Organization, Need for OMS in Industries,
- Functions of OHS, Model Occupational Health Services for Pectoris and Mines
- Occupational Health Management-
- Occupational Health Policy, Organisation Structure, Participative Approach, Action Plan, Duties and Responsibility to be Fixed, Involvement of the Employees, Role of trade Unions, Sharing information, Human Resource Development
- Occupational Health in India: Present Scenario
- Emerging Occupational Health Issues ill Future.

**Unit 5: Health Insurance:**

- Historical Overview and Evolution-
- Constitutional Provisions, Social Security Concepts
- Health Insurance Schemes-
- Central Government Health Scheme (CGHS), Employees State Insurance Scheme
- Emerging Scenario- Situational Analysis
- Insurance Regulatory and Development Act (IRDA)Likely Set-up after Privatization.

**Unit 6: Overview of Health Care Delivery System:**

- Evolution of Health Care Delivery System-
- Brief History of Evolution, Salient Features of Various Committees, Changing Trends in Evolution of Health Care Delivery System
- Health Care Infrastructure-
- National Level, State Level, District Level, Block Level, Primary Health Centre level, Sub- centre Level, Village Level
- Non-Governmental Sector- Role of Private Sector
- Role of Voluntary Organizations
- Role of Indigenous System of Medicine.

**Unit 7: Holistic Approach to Health:**

- Evolution of Medicine-
- Ayurveda, Yoga, Naturopathy, Sidda Vaidya System, Unani Medicine, Homeopathy, Traditional Chinese Medicine, Acupuncture, Reiki
- Role of Alternate Systems of Medicine Holistic Medicine
- Need for Application in Indian Scenario Training and Support-
- Education System, Medical and Paramedical Education, Post-graduate Specialization,
- Primary Health Care, Secondary and Tertiary Health Care, Logistics of Training, Economics of Holistic Medicine.

**Unit 8: Health and Population Policy and Strategies:**

- National Health Policy-
- Elements of National Health Policy, National Health Policy-Indicators and Goals Population Policy-
- Population Policy Statements-1976 and 1979, Revised Strategy of Family Welfare, Population Policy-Future Perspectives and Prospects.

**Unit 9: District Health Organization:**

- District Health Office-
- Organizational Structure of Health Care System at District Level, Functions of District Health Office
- District Level Planning and Management-
- CMO's Role, Decentralized District Planning: Concept and Machinery, Designing the
- District Health Plan
- District Health Information System-
- Sources of Health Information, Flow of Routine Health Information.

**Unit 10: Regionalization of Health Care:**

- Concept and History of Regionalization Elements of Regionalization-
- Structure, Demarcation of a Region, Hierarchy of Services, Primary Level, Secondary Level, Tertiary Level
- Structuring of Authority and Responsibility Disturbing Variables
- The Regionalization Process-
- Coordination within the Region, Monitoring, Basis of Regionalization, Panchayat Raj.

**Unit 11: Programmes Related to Communicable Diseases:**

- Programmes against Malaria and other Vector-borne Diseases-
- National Anti-Malaria Programme (NAMPA), National Filaria Control Programme (NFCP), Kala Azar Control Programme, Japanese Encephalitis Control Programs
- National Tuberculosis Control Programme National Leprosy Eradication Programme
- Programmes against AIDS and STDs- National AIDS Control Programme National STDs Control Programme
- National Guinea Worm Eradication Programme.

**Unit 12: Programmes Related to Non-Communicable Disease:**

- Objectives, Introduction
- National Programme for Control of Blindness-
- Importance, Historical Development, Objectives of the Programme, Programme Strategies, Infrastructures and Activities
- National Iodine Deficiency Disorders Control Programme (NIDDCP)-
- Importance, Historical Development, Objectives of the Programme, Programme Strategies, Infrastructures and Activities
- National Mental Health Programme-
- Importance, Historical Development, Objectives of the Programme, Program Strategies, Infrastructures and Activities
- National Cancer Control Programme-
- Importance, Historical Development, Objectives of the Programme, Programme Strategies, Infrastructures and Activities



- National Iodine deficiency Disorder Control Programme-
- Importance, Historical Development, Objectives of the Programme, Programme Strategies, Infrastructures and Activities
- Role of Hospital and District Health Managers.

### **Unit 13: Reproductive and Child Health Programme:**

- Evolution of the RCH Programme-
- Transition from MCH and FP to Family Welfare and CSSM Programme, Need for Holistic Approach towards Women's Development, International Conference on Population and Development (ICPD) and Programme of Action (POA), India's Commitment towards ICPD, POA and Launching of RCH Programme
- Objectives of RCH Programme Paradigm Shift in the RCH Programme-
- Target-free Programme Based on Community Needs Assessment, Decentralised
- Participatory Planning, Integrated RCH Package, State District Specific RCH Strategy, Greater Emphasis on Quality of Care, Comprehensive Integrated Training with District as Coordinator, Involvement of the Panchayati Raj System, Increased Involvement of NGOs and Private and Corporate Sector, Area Specific IEC Campaigns, Gender Concerns, Increased Male Participation in the Programme
- Components and Packages of Services under RCH Programme-
- Recommended Package of Services under RCH Programme, Programme Interventions, Safe Motherhood Components, Child Survival Components, Safe Abortion Services, Contraceptive Services for the Eligible Couples, Prevention and Management of RTIs and STIs, Adolescent Health Services, Special Care Components- Cancer and Infertility Services
- Organisation and Infrastructural Facilities for Implementation of RCH Programme- Organisational Set-up for Delivery of RCH Programme, Infrastructural Facilities for Delivery of RCH Services, Special Facilities and Projects under RCH Programme, Role of Hospitals in Implementation of RCH Programme
- Managerial Dimensions of RCH Programme-
- Community Needs Assessment Based Decentralised Planning, Human Resource Development and Capacity Building Management of Material Resources, Funding and Reimbursement Procedures under RCH Programme, Management information System (MIS), Monitoring of RCH Programme, Partnership Development - Intersectoral Cooperation and Involvement of NGOs
- Improving Quality of Services.

### **Unit 14: Health Related Programmes:**

- Integrated-Child Development Scheme-
- Aims and Objectives, Organisation, Services Rendered, Beneficiaries, Staff of the ICDS under Health Department, Criteria for Project Site
- Water Supply and Sanitation-
- Importance of Water and Sanitation, Sources of Water supply, Classification of Water-borne Diseases, Safe Drinking Water, ' Concept of Total Environmental Sanitation, Rural Sanitation, Organizational Structure, Water Testing
- Minimum Need Programme-
- Components, Rural Health Services, Other Components.

**Unit 15: Guidelines for Visit to Sub-Centers, PHC, CHC and Distinct Health Centre:**

- Preparation for Field Visits, Visits to Various Rural Health Units.

**Unit 16: Investigation of an Outbreak:**

- Steps of Investigation of an Outbreak-
- Ensure the Existence of Outbreak, confirm Diagnosis, Estimate the Number of Cases, Orient the Data in Terms of Time, Place and Person, Determine who is 'At Risk' of Contracting the Disease, Develop an Explanatory Hypothesis, Compare the Hypothesis with the Established Facts, Plan a More Systematic Study, Prepare a Written Report, Proposed Measures for
- Control and Prevention. **LEARNING SOURCE:** Self Learning Materials

**ADDITIONAL READINGS:**

1. Hospital Administration by DC Joshi and Mamta Joshi – JAYPEE DIGITAL
2. Hospital Administration and Management A Comprehensive Guide Author: Gupta Joydeep Das by JAYPEE DIGITAL.

## SEMESTER IV

<b>Course title</b>	<b>RESEARCH DISSERTATION</b>	<b>Course Code</b>	<b>PGD HHM 204</b>
<b>Course duration</b>	<b>January to June</b>	<b>Course type</b>	<b>Elective 3</b>

### Course objective

- To enable the student to gain an in-depth insight into a particular field or topic chosen for study.
- To apply the knowledge of the research methodology in practical

### Course description

- Based on the actual training imparted in the course, the student shall conduct a research dissertation under the guidance of a faculty. The topic for the research may be related to any current public health issue and can be selected in consultation with the guide and course coordinator.
- The topic for the research should be chosen based on an area of interest and should be done in a reputed organization or in community (research setting).
- The student should choose the research setting for the dissertation in any place where they could work under the constant guidance of the research guide allotted.

### Course Content

The research dissertation is scheduled in the semester IV and the assessment will be done at the end of fourth semester. However, the students are expected to start the research dissertation in second semester itself.

#### **Steps in conducting research dissertation.**

1. The guide allotment for the research dissertation will be done in First week of second semester. Students will have choice to select the guide in consultation with the respective faculty and course coordinator.
2. The students should start developing the research proposal from the beginning of second semester while they study the theory subject Research Methodology. During this period they can consult with their guide, course coordinator and the subject teacher of research methodology subject.
3. Once the proposal is ready, students have to apply in a prescribed form to Institutional Research Committee (IRC) for ethical clearance. This should be completed before the end of March.
4. Students have to present their proposal before the Institutional Research Committee and get the approval.
5. Students can complete their field work including data collection, data analysis and all other aspect during June to December (i.e. Third semester)
6. During this time, students have to submit two progress reports i.e. first before 15<sup>th</sup> September and second in before 15<sup>th</sup> January. The progress report should be signed by guide and submitted to the IRC.

7. Students are expected to attend minimum one workshop on Research Methodology before last semester.
8. Students have to present their research finding in State/National/International conference or at least attend one National/International conference.
9. Students also have to publish minimum one research article based on their research in the indexed national/international journal.
10. Final submission of the research dissertation will be before 15<sup>th</sup> April of last semester. The format for the dissertation will be as prescribed by the university.
11. The certificate of the paper presentation in the conference and paper publication should be attached at the end of the thesis.
12. Four copies (five in case of co-guide) of research dissertation shall be submitted to the institution along with a soft copy. No dissertation will be accepted without guide's signature.

SEMESTER IV			
Course title	PROJECT WORK	Course Code	PGD HHM 204
Course duration	January to June	Course type	Elective 4
Course objective			
<ul style="list-style-type: none"> <li>To enable the student to gain an in-depth insight into Project Design, Planning and Management of Hospital / Healthcare Projects</li> <li>To apply the knowledge of the Project design, planning and management in practical</li> </ul>			
Course description			
<ul style="list-style-type: none"> <li>Based on the actual training imparted in the course, the student shall conceptualize, design an innovative / practical Project related to Hospitals / Healthcare under the guidance of a faculty. The idea of project may be related to solve any problem identified in hospital or healthcare issues planning and management and can be selected in consultation with the guide and course coordinator.</li> <li>The topic for the Project should be chosen based on an area of interest and should be piloted in a reputed Hospital or in community (Project Implementation setting).</li> <li>The student should choose the Project setting for the Project Work in any place where they could work under the constant guidance of the Project Guide allotted.</li> </ul>			
Course Content			
<p>The Project Work is scheduled in the Semester II and the assessment will be done at the end of Second semester. However, the students are expected to start the designing of Project and its concept note etc in the First Semester itself, when the theory classes are ongoing.</p> <p><b>Steps in conducting Project Work.</b></p> <ol style="list-style-type: none"> <li>The guide allotment for the Project Work will be done in First semester. Students will have choice to select the guide in consultation with the respective faculty and course coordinator.</li> <li>The students should start developing the Project proposal from the beginning of First semester while they study the theory subject “Project Planning and Management”. During this period they can consult with their Project Guide, Course coordinator and the Subject Teacher.</li> <li>Once the Project Proposal is ready, students have to apply in a prescribed form to Institutional Project Review Committee (IRC) for ethical clearance.</li> <li>Students have to present their Project Proposal before the IPRC and get the approval.</li> <li>Students can complete their field work including data collection, data analysis and all other aspect during Second Semester</li> <li>During this time, students have to submit two progress reports. The progress report should be</li> </ol>			

signed by guide and submitted to the IPRC.

7. Students have to present their Project Work in State/National/International conference or at least attend one National/International conference.
8. Students also have to publish minimum one article based on their Project Work in the indexed national/international journal.
9. Final submission of the Project Work will be before the end of Second Semester University Examinations. The format for the Project Work Report will be as prescribed by the university.
10. The certificate of the paper presentation in the conference and paper publication should be attached along with the final Project Work Report.
11. Four copies (five in case of co-guide) of Project Work Report shall be submitted to the institution along with a soft copy. No Project Work Report will be accepted without Project Guide's Signature.

**SEMESTER II**

<b>Course title</b>	<b>INTERNSHIP / PRACTICAL / COURSE WORK BASED ON PGD HHM 201 TO PGD HHM 203</b>	<b>Course Code</b>	<b>PGD HHM 205</b>
<b>Course duration</b>	<b>January to June</b>	<b>Course type</b>	<b>Core</b>

**Course Objective**

- To impart the practical training in the students through demonstration, field visit, field survey and field studies.

**Course Content**

- The content of this course will be as per the practical's and field visits, course work, Group Discussion, Seminar / Workshop mentioned at the end of each course of semester II - PGD HHM 201 to PGD HHM 203

