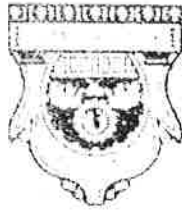


2011-12

Dr. Babasaheb Ambedkar Marathwada
University, Aurangabad.



MANAGEMENT SCIENCE

UNIVERSITY DEPARTMENT OF

IN

(PGDHAM)

POST GRADUATE DIPLOMA IN HOSPITAL
ADMINISTRATION AND MANAGEMENT

REGULATIONS SPECIFIC TO





Dr. Babasaheb Ambedkar Marathwada University, Aurangabad
Department of Management Science,
P.G DIPLOMA IN HOSPITAL ADMINISTRATION AND MANAGEMENT

(PGDHAM)

(Choice based credit system)

Rules and Regulations

Eligibility and Selection Criteria

The name of the course shall be "POST GRADUATE DIPLOMA IN HOSPITAL ADMINISTRATION AND MANAGEMENT (PGDHAM)". Following shall be admission criteria for the course:

- 1) A candidate who has passed his degree examination in any branch of medicine. OR
- 2) Graduate from any faculty with three years experience in medical field or health allied services shall also be eligible to take the admission to this course
- OR
- 3) A candidate having one years experience in medical field or health allied services, after completing his M.B.A course, will also be eligible for admission to this course

Duration

The P.G Diploma in Hospital Administration and Management shall be conferred on a candidate who has pursued a regular course of study consisting of one year (Two Semesters) in the relevant subjects as prescribed and has appeared at and passed in all the examinations prescribed for the Course.

Admission/Promotion Criteria

If candidate gets selected for UDMs PGDHAM course through CET admission process, he/she have to apply on the application form of the University provided with the prospectus. Once the candidate is admitted to the PGDHAM course, he/she will be promoted to next semester with full carryon; subject to the registration of candidate in every consecutive semester. Drop-out candidate will be allowed to register for respective semester in which he/she has failed, subject to the condition that his/her tenure should not exceed more than twice the duration of PGDHAM course from the date of first registration at UDMs. The admission of concern candidate will automatically get cancelled if he/she fails to complete the course in maximum period. (Two years)

Normally no course (PGDHAM) shall be offered unless a minimum of 10 students are registered.



Credits and Degrees

- i. A candidate who has successfully completed all the Core courses and project prescribed by the University for the PGDHAM programme with prescribed CGPA shall be eligible to receive the degree.
- ii. One Credit shall mean one teaching period of one hour per week for one semester (of 15 weeks) for theory courses.

Courses

- i. Core Course: A core course is course that a candidate admitted to particular P.G. Diploma programme must successfully complete to receive the degree.
- ii. Core course shall include lectures/tutorials/laboratory of field work/ seminar/practical training/assignments /mid-term and term end examinations/paper/report writing or review of literature and any other innovative practice etc., to meet effective teaching and learning needs.
- iii. Each course shall have a unique alphanumeric code.
For eg. MANA401
Principles And Practice of Management in Hospitals
Here, MAN means Management Science
A means PGDHAM course
401 means Subject Code
- iv. The departmental committee shall design the core courses including the detailed syllabus for this PGDHAM programme offered by the department. The department committee shall have the freedom to introduce new courses and / or to modify / redesign existing courses and replace any existing course with a new course to facilitate better exposure and training for the candidates.
- v. **Attendance:** A student must have 75% of attendance in each Core Course for appearing the examination. In the event of Non-Compliance of Attendance criteria(75%), students will have to seek admission next Semester so as to complete the course. However Student having 65% attendance with Medical Certificate can apply to the H.O.D. for condonation of attendance.

Sr.No.	Equivalent Percentage	Grade points for SGPA and CGPA	Grade	Grade Description
1.	90 – 100	9.00 – 10	O	Outstanding
2.	80 – 89.99	8.00 – 8.99	A++	Excellent
3.	70 – 79.99	7.00 – 7.99	A+	Exceptional
4.	60 – 69.99	6.00 – 6.99	A	Very Good
5.	55 – 59.99	5.50 – 5.99	B+	Good
6.	50 – 54.99	5.00 – 5.49	B	Fair
7.	45 – 49.99	4.50 – 4.99	C+	Average
8.	40.01 – 44.99	4.01 – 4.49	C	Below Average
9.	40	4.00	D	Pass
10.	Below 40	0.00	F	Fail

Table – 1: Ten Point grades and grade description

Grade Awards

1. In order to pass the examination following credit based grading system will be followed. Ten point rating scale shall be used for evaluation of performance of the student to provide Letter Grade for each course and overall grade for this course. Grade points are based on the total number of marks obtained by him / her in all the heads of the examination of the course. These grade points and their equivalent range of the marks are shown separately in following:

Grievance Redressal Scheme

The University shall form a Grievance Redressal Committee for this course in UDMS with the course teacher and HOD, which shall solve all grievances relating to the Assessment of the student.

Departmental Committee

As an autonomous department, PGDHAM course is monitored by Departmental Committee. The Committee consists of H.O.D. (Director) as Chairman and some/all Respective Faculty of the Department as its members.





!! Table – II: Classification for the degree is given as follows

Classification	Overall letter grade
First Class with distinction	A+ and above
First Class	A
Higher Second Class	B+
Second Class	B
Pass	C+ to D
Fail	F

!!! In the event of student registered for the examination (i.e. Internal Tests/End Semester Examination/Practical/Seminar/Project Viva-voce), non-appearance shall be treated as the student deemed to be absent in the respective course.

iv. Minimum D grade shall be the limit to clear/pass the course/subject. A student with F grade will be considered as 'failed' in the concerned course and he/she has to clear the course by reappearing in the next successive semester examinations. There will be no reevaluation or recounting scheme under this system.

v. Using table – I, Semester Grade Point Average (SGPA) and then Cumulative Grade Point Average (CGPA) shall be computed. Results will be announced at the end of each semester and Cumulative Grade Card with CGPA will be given on completion of the course.

Computation of SGPA (Semester Grade Point Average) & CGPA (Cumulative Grade Point Average)

The computation of SGPA and CGPA will be as below:

i. Semester Grade Point Average (SGPA) is the weighted average of points obtained by a student in a semester and will be computed as follows:

$$SGPA = \frac{\text{Sum(Course Credit * Number of Points in concern course gained by the student)}}{\text{Sum (Course Credit)}}$$

The SGPA for the two semesters will be mentioned at the end of every semester.

ii. The Cumulative Grade Point Average (CGPA) will be used to describe the overall performance of a student in all semesters of the course and will be computed as follows:

$$CGPA = \frac{\text{Sum(All Two semester SGPA)}}{\text{Total number of semesters}}$$

The SGPA and CGPA shall be rounded off to the second place of decimal.

Evaluation Scheme
 Each theory course will be of 100 Marks and be divided in to Internal Examination (Sessional) of 20 Marks and Semester End Examination of 80 Marks. (i.e. 20+80=100).

ii) For Theory Course

i. Internal Evaluation Scheme

There shall be two mid semester examinations, First Test based on 40 percent syllabus taught and Second Test based on 60 percent syllabus taught. Best performance out of the two will be considered for the preparation of final marks/grade.

ii. Semester End Examination Evaluation Scheme

- English shall be the medium of instruction and examination.
- Examination shall be conducted at the end of each semester as per the academic calendar notified by department itself.
- The Semester End Examination theory question paper will have two parts (20 + 60 = 80) Marks

PART A will carry short question of 2 – 3 marks (fill in the blanks/multiple choice questions/match the columns/state true or false/answer in one sentence) as compulsory questions and it should cover entire syllabus (20 Marks).

PART B will carry 7 questions out of which there shall be at least one question from each unit, student will have to answer any five questions out of 7.

- b) At the end of each semester the Committee of Department shall assign grades to the students and will prepare the result. Also, the Department will display the grade points and grades for the notice of students.
- c) Every student shall have the right to scrutinize answer sheets of mid semester/semester end examinations and seek clarifications from the teacher regarding evaluation of the sheets immediately thereafter or within 3 days of declaration of result.

d) Project Evaluation Scheme

The Project work should be carried out in the second semester as per the guidelines of the allotted guide. A guide will review the project periodically. At the end of the semester the candidate shall submit the Project report (two bound copies) duly approved by the guide and H.O.D. of the department. The department will appoint external examiner for assessment of the project. The project will be assessed by the external examiner and the guide separately on the basis of the following criteria tentatively.



- Innovative Idea 15%
 - Content 15%
 - Preparation of Project Report 30%
 - Presentation/Viva- voce 40%
- If student failed to complete the project within scheduled time then he/she has to reappear and register freshly with new project topic after paying required fees for that semester.

Grade Card

The university under its seal shall issue to the students a grade card on completion of each semester.

Grade card shall contain the following:

- a. Title of the courses along with code taken by the student.
- b. The credits associated with and grades awarded for each course.
- c. The number of grade and grade point secured by the student.
- d. The total credits earned by the student in that semester.
- e. The SGPA of the student.
- f. The total credits earned by the student till that semester.
- g. The CGPA of the student (At the end of the IInd semester).

Cumulative Grade Card

The grade card issued on completion of the programme shall contain the name of the programme, the department/school offered the programme, the titles of the courses taken, the credits associated with each course, grades awarded, the total credits earned by the student, the CGPA and the class in which the student is placed.

General Clause

It may be noted that beside the above specified rules and regulations all the other rules and regulations in force and applicable to semester system in Post-Graduate courses in Dr. Babasahb Ambedkar Marathwada University will be applicable as amended from time to time by the University. The students shall abide by all such Rules and Regulations.



COURSE STRUCTURE

PGDHAM-I semester

Sr. No.	Subject Code	Subject Name	No. of Credits	No. of Hours/Week	Exam Hours	Total Marks (External)	Total Marks (Internal)
1	MANA401	Principles And Practice of Management In Hospitals	4	4	3	80	20
2	MANA402	Organizational Behaviour.	4	4	3	80	20
3	MANA403	Human Resource Management	4	4	3	80	20
4	MANA404	Marketing of Health Care Services	4	4	3	80	20
5	MANA405	Quality Management	4	4	3	80	20

PGDHAM-II semester

Sr. No.	Subject Code	Subject Name	No. of Credits	No. of Hours/Week	Exam Hours	Total Marks (External)	Total Marks (Internal)
1	MANA406	Laws Related to Hospitals	4	4	3	80	20
2	MANA407	Information resource Management	4	4	3	80	20
3	MANA408	Financial Management of Hospitals	4	4	3	80	20
4	MANA409	Organization and Administration of Support Services	4	4	3	80	20
5	MANA410	Organization and Administration of Clinical Services	4	4	3	80	20
6	MANA412	Project Report / Dissertation	4	4	3	80	20



Sr.No.	Semester	Credit per Semester
1.	PGDAM-I	20
2.	PGDAM-II	24
	Total	44





PRINCIPLES AND PRACTICE OF MANAGEMENT IN HOSPITALS

MANA401

4
4
20%
80%

Subject Title:

Subject Ref. No.:

No. of credits:

No of periods /week:

Assignments/ sessions:

Semester Exam:

Course Objectives:

Pre-requisites:

Unit-I

Nature and Scope of Management: Meaning, Significance and objectives, Management as a process, Management as a profession; Schools of Management Thoughts.

Unit-II

Planning : Meaning and nature ; planning premises and constrains; planning process; Typology of plans ; Forecasting – Meaning Significance; M.B.O.- Significance and process; **Decision Making:** Decision Making ; Decision making Process-A brief idea about quantitative and non-quantitative techniques.

Unit-III

Organising: Definition; process; Principles ; Departmentation ; Delegation of authority; Centralisation and decentralization; Informal Organisation chart; Types of Organisation ; Line , functional, line and staff , committee.

Unit-IV

Health Organization and Management System
 1) Varnashi Murthy-Management Practice.
 2) Tripathy & Reddy -Principles of Management.
 3) G.R.Terry-Principles of Management.

Text Books:

Additional Reference Books:

1) Agarwal R.D-Organisation & Management.
 2) R.S.Davar -Management Process.
 3) Y.K.Bhushan-Fundamentals of Business Organisation & Management

ORGANIZATIONAL BEHAVIOUR

MANA402

4
4
20%
80%

Subject Ref. No.:
No. of credits:
No of periods /week:
Assignments/ sessions:
Semester Exam:
Course Objectives:

Pre-requisites:
Unit-I

Social Responsibility of Business, Understanding and Managing individual behavior.

Unit-II

Personality, Perceptions, Values, Attitudes, Learning, Work Motivation, Individual decision making and problem solving.

Unit-III

Understanding and managing group processes interpersonal and group dynamics application of emotional intelligence in organizations.

Unit-IV

Communication, Group decision making, Leadership and Influence Process.

Unit-V

Understanding and Managing Organizational System, Organizational design and Structure, Work Stress.

Text Books:

- 1) Luthan F., "Organizational Behaviour", 7th ed, New York, Mc Graw Hill, 1995.
- 2) Robbins S.P. "Organizational Behaviour", 7th ed, New Delhi, Prentice Hall of India, 1996.

Additional Reference Books:

- 1) Singh, Dalip, "Emotional Intelligence at work Response Books", Sage Publications, Delhi, 2001.
- 2) Koontz H. and Weachirch H., "Management" 10th ed, New York Mc Graw Hill, 1995.



HUMAN RESOURCE MANAGEMENT

MANNA403

Subject Title:
 Subject Ref. No.:
 No. of credits: 4
 No of periods /week: 4
 Assignments/ sessions: 20%
 Semester Exam: 80%
 Course Objectives:

Pre-requisites:

Unit-I
 Human resource planning, Employee recruitment and selection, Induction
 Unit-II
 Orientation, training and development, Performance and potential appraisal
 Unit-III
 Career planning, Compensation, employee promotion, Demotion and transfer, Employee welfare,
 Health and safety, and employee relations.

Text Books:

1.) Aswathappa K. *Human Resources and Personnel Management* Tata McGraw Hill New Delhi, 1997.
 2.) Monappa, A & Saiyadain M. *Personnel Management*, 2nd ed. New Delhi, Tata McGraw-Hill, 1966.

Additional Reference Books:

1. De Cenzo, D A & Robbins S P *Human Resource Management*, 5th ed., New York, John Wiley, 1994.
 2. Stone Lloyed and Leslie W. Rue, *Human Resource and Personnel Management* Richard D. Irwin, Illinois 1984.
 3. Subba Rao – Human Resource Management





QUALITY MANAGEMENT
MANA405

No. of credits: 4
No. of periods /week: 4
Assignments/ sessions: 20%
Semester Exam: 80%

Subject Title:
Subject Ref. No.:
No. of credits:
No of periods /week:
Assignments/ sessions:
Semester Exam:
Course Objectives:

Pre-requisites:

Unit-I
Evolution of the Quality Movement: Quality assurance, Total quality management, Continuous quality improvement.

Unit-II
Need for Quality management Initiatives in Health Care , Theories and principles of Quality Assurance: Deming's principles, Juran Trilogy, Kaizen, Phillip Crosby's Principles.

Unit-III
Tools for the quality Management: Improvement techniques, Planning techniques, Measurement techniques.

Unit-IV
Benchmarking for Quality Standards: ISO 9000 series, Various accreditations (NABH, NABL, JCI).

Unit-V
Implementation Strategies for Quality Programmes – Training for quality, Leadership issues, Selection of pilot projects, Quality circles, Quality Initiatives in Indian Health care Organisations

Text Books:
1. Adam, E E & Ebert, R.J.; *Production and Operations Management 6th ed.*, New Delhi, Prentice Hall of India, 1995.

Additional Reference Books:
1. Dilworth, James B. *Operations Management; Design, Planning and Control for Manufacturing & Services*, Singapore, McGraw Hill, 1992
2. Chary, S N. *Production and Operations Management*, New Delhi, Tata McGraw Hill, 1989.

MARKETING OF HEALTH CARE SERVICES

MANA404

Subject Ref. No.:

4
4

No. of credits:

20%

Assignments/ sessions:

80%

Course Objectives:

Pre-requisites:

Unit-I

Fundamentals of Marketing: Role of marketing in health care organizations. Marketing management and strategic planning. Marketing environment. Meeting consumer needs. Developing strategic plans. Concepts of responsive, adaptive and entrepreneurial organizations.

Unit-II

Organising Marketing: Marketing organization. Marketing information and research. Marketing planning and control. Marketing measurement and forecasting. Market segmentation and targeting.

Unit-III

Analysing Marketing Opportunities: Determining health needs. Concept of service constituency. Defining the needs health services use. Current and future utilization of health services. Consumer analysis. Marketing of services.

Unit-IV

Planning the Marketing Mix : Marketing in non-for-profit organizations. Product decisions. Price decisions. Distribution decisions. Advertising and product decisions. Public relations decisions.

Unit-V

Supporting the Marketing Effort: Social Marketing , Donor marketing –attracting funds. Planning and marketing in a competitive climate. Economic competition impacts of hospital construction. Conducting an Internal / external analysis.

Text Books:

1. Kotler, Philip and Armstrong, G. *Principles of Marketing*, New Delhi, Prentice Hall of India, 1997.
2. Kotler, Philip, *Marketing Management, Analysis, Planning, Implementation and Control*, New Delhi, Prentice Hall of India, 1994.

Additional Reference

1. Ramaswamy, V S and Namakumari, S. *Marketing Management, Planning Control*, New Delhi, Macmillan, 1990.
2. Station William, J. *Fundamentals of Marketing*, New York, McGraw Hill 1994.
3. Nelamegham, S. *Marketing In India: Cases and Readings*, New Delhi, Vikas, 1988.





LAWS RELATED TO HOSPITALS

Subject Title:

Subject Ref. No.:

MANA406

No. of credits:

4

No of periods /week:

4

Assignments/ sessions:

20%

Semester Exam:

80%

Course Objectives:

Pre-requisites:

Unit-I

Introduction: Legal processes and procedures. Legal terminology. Basic understanding of Criminal Law , Civil Law (Law of Torts), Law of Contract, Law of Evidence. Trust Laws, Commercial Law.

Unit-II

Laws Related to Medical Practice: Organ transplant Act. Bombay Anatomy Act. Coroner's Act. Medical termination of pregnancy Act. Regulation of prenatal diagnostic tests. Registration of Births and Deaths Act.

Unit-III

Regulatory Framework of Hospitals: Blood Bank / FDA / DCI regulations ; drugs and Magic Remedies Act. Nursing Home Registration Act. Indian Medical Council Act. 1956-79. Homoeopathic Medical Council Act, 1989. Nursing Council Act. State Medical Council Act. 1959. Maharashtra Medical Practices Act, 1961. Consumer Redressal Act.

Unit-IV

Legal Concerns of a Hospital Administrator: Law and order situation in hospital . Conducting a departmental enquiry of thefts in a hospital. Safety of patients belongings. Absconding patients. Safe custody of patients. Unidentified patients. Handling of mass disasters.

Unit-V

Case study: Analysis and discussion of landmark legal cases involving hospitals, Legal aspects and Industrial relations in Healthcare

Text Books:

Additional Reference

Books:

INFORMATION RESOURCE MANAGEMENT

MANA407

No. of credits: 4
 No. of periods /week: 4
 Assignments/ sessions: 20%
 Semester Exam: 80%

Subject Ref. No.:
 No. of credits:
 No of periods /week:
 Assignments/ sessions:
 Semester Exam:
 Course Objectives:

Pre-requisites:
 Unit-I

Introduction: Concept of Information as a resource. Understanding the principles of information systems.

Unit-II Classification of information systems in Hospitals.

Unit-III **Managing Hospital Information Systems:** Setting strategic objectives for information systems. Organising an information systems department.

Unit-IV Principles of system development. Importance of security and confidentiality of data

Unit-V **Role of information Technology in Hospitals**
 Role of information technology in information processing. Role of communication in Managing hospital information systems. Processing of MIS reports

Text Books:
 Additional Reference Books:





FINANCIAL MANAGEMENT OF HOSPITALS

MANA408

4

4

20%

80%

Course Objectives:

Semester Exam:

Assignments/ sessions:

No of periods /week:

No. of credits:

Subject Ref. No.:

Subject Title:

Unit-I

Pre-requisites:

Economic appraisal of hospital services, Needs vs. demands vs. supply model.

Unit-II

Accounting concepts and application, Understanding cost and their behaviour.

Unit-III

Hospital sector financial and expenditure surveys, Primary care: Cost, resource availability and allocation

Unit-IV

Financial management in health services, Budgetary control, pricing and efficiency.

Unit-V

Inventory Management and Risk Management in Hospitals

Text Books:

1. Carrin, G., 'Economics Evaluation of Health in Developing

Countries', 1983, Oxford University Press, New York.

2. Clerehuy, W.D.ed, 'Financial Management of Health Care Facilities',

1976, Aspen, Maryland.

3. Conyers, D and Hillis P, 'An Introduction to Development Planning in the

Third World', 1984, John Wiley, New York.

Reference

Additional

Books:

1. Drummond M.F., 'Principles of Economic Appraisal in Health Care',

1985 Oxford University Press, New York.

2. Ferrer H.P. ed, 'Health Services: Administration, Research and

Management', 1972 Butter Worths, London

3. Fernat D., 'Strategies for paying Health Services in developing

countries', 1984, World Bank, Washington D.C.

4. Fieldstein, P.G., 'Health Care Economics', 1979, John Wiley, New York.



ORGANIZATION AND ADMINISTRATION OF SUPPORTIVE SERVICES
MANA409

4
4
20%
80%

Subject Title:
Subject Ref. No.:
No. of credits:
No of periods /week:
Assignments/ sessions:
Semester Exam:
Course Objectives:
Pre-requisites:
Unit-I

Introduction: Role of supportive services in the hospital services system. Approaches to organisation supportive services for hospitals of different sizes, scopes and ownership. Contracting of supportive services

Unit-II
Planning and Management of Supportive Service Departments
 A study of the principles and practices of functional planning, design, organization, management and evaluation of the following supportive and administrative services in different kind of hospitals:
 front office; admissions and billing; banking services; ambulance; medical records; central sterilization and supplies;
 Unit-IV
 pharmacy; stores – medical stores; general stores; hospitality – kitchen and dietetics; housekeeping; laundry and linen; volunteer department;
 Unit-V
 public areas and staff facilities – entrance and lobby area; public convenience services; security; mortuary; administrative services – executive and professional services unit; finance and accounts department; information management department; materials management department; human resources department; marketing and public relations department.

Text Books:
Additional Reference Books:

ORGANIZATION AND ADMINISTRATION OF CLINICAL SERVICES

MANA410

4
4

20%

80%

Course Objectives:

Semester Exam:

Assignments/ sessions:

No of periods /week:

No. of credits:

Subject Ref. No.:

Subject Title:

Unit-I

Pre-requisites:

Organisation of Clinical Services: Role of clinical services in the hospital services system. Approaches to organising clinical services for hospitals of different sizes. Scope and ownership. Composition and role of clinical committees – Infection Control Committee, Ethics Committee, Death Review Committee, Re-use of Consumables, Clinical Performance Committee, Contracting of Clinical Services.

Unit-II

Planning and Management of Clinical Services Department: A detailed study of the principles and practices of functional planning, design, organization, management and evaluation of the following ambulatory, diagnostic, therapeutic and rehabilitation services:

Unit-III

Daycare and Ambulatory Services: Outpatient Services, Casualty and Emergency Services. Day care.
Diagnostic Services: Clinical laboratories, Blood Bank, Diagnostics radiology, Radiation therapy, Nuclear Medicine, Diagnostic endoscopy, Neuro Lab.

Unit-IV

Therapeutic Services: Surgical facilities – operation Theatre, Labour and delivery suites, Non-invasive cardiology, Cardiac catheterisation laboratory, DSA, Endoscopy, Pulmonary medicine, General Specialty services- obstetrics and gynaecology, paediatrics, orthopaedics.
Nursing services: General and special nursing units, Ward management, Isolation facilities, Intensive care units, Nurses.
Rehabilitative Services: Physical Medicine and rehabilitation, Physical Therapy, Occupational therapy Speech and hearing therapy, Recreational therapy.

Unit-V

Professional Staff Management: Selection of consultants, Delineation of clinical privileges, Management of junior doctors, Management of paramedical staff, Nursing service administration, Evaluation of clinical performance – peer group reviews.

Text Books:
Additional Reference Books:





PROJECT WORK

MANA451

4

100%

Subject Title:

Subject Ref. No.:

No. of credits:

No of periods /week:

Assignments/ sessions:

Semester Exam:

Course Objectives:

Pre-requisites:

Every student is required to undertake a project. The project should be completed under the guidance of a faculty member of the Institute.

The evaluation of the project will be based on the written report, presentation of the report and an open Viva Voce to be conducted by the external examiner appointed by the University. The presentation should be held at the concerned Institute or at a place decided by the University in the presence of students and External Examiner. The External Examiner will submit the marks directly to the University.