



Dr. Babasaheb Ambedkar Marathwada University, Aurangabad

Department of Management Science,

P.G DIPLOMA IN HEALTH SERVICES AND MANAGEMENT

(PGDHSM)

Rules and Regulations

Eligibility and Selection Criteria

The name of the course shall be "**POST GRADUATE. DIPLOMA IN HEALTH SERVICES MANAGEMENT (PGDHSM)**" 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 Health Services 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 PGDHSM 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 PGDHSM course, he/she will be promoted to next semester with full carryon; subject to the registration of candidate in every consecutive semester. Dropout 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 PGDHSM 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 (PGDHSM) 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 PGDHSM 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 alphanumerical code.
For eg.
MANS401 Introduction to Management.

Here,	MAN	means Management Science
	S	means PGDHSM course
	401	means Subject Code
- iv. The departmental committee shall design the core courses including the detailed syllabus for this PGDHSM 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 and Elective Course for appearing the examination. In the event of Non-Compliance of Attendance criteria(75%), students will have to seek admission next year so as to complete the course. However Student having 65% attendances with medical certificate can apply to the H.O.D. for condonation of attendance.



Departmental Committee

As an autonomous department, PGDHSM 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.

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.

Grade Awards

- i. 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:

Table – I: Ten Point grades and grade description

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



ii. **Table – II: Classification for the degree is given as follows**

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

- iii. 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 revaluation 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:

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

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 two semesters of the course and will be computed as follows:

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

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 into Internal Examination (Sessional) of 20 Marks and Semester End Examination of 80 Marks. (i.e. 20+80=100).

a) 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:

- Title of the courses along with code taken by the student.
- The credits associated with and grades awarded for each course.
- The number of grade and grade point secured by the student.
- The total credits earned by the student in that semester.
- The SGPA of the student.
- The total credits earned by the student till that semester.
- 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. Babasaheb 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
PGDHSM- I semester

Sr. No.	Subject Code	Subject Name	No. of Credits	No. of Hours/ Week	Exam Hours	Total Marks (External)	Total Marks (Internal)
1.	MANS401	Introduction to Management.	4	4	3	80	20
2.	MANS402	Organizational Behaviour.	4	4	3	80	20
3.	MANS403	Health Care Economics.	4	4	3	80	20
4.	MANS404	Logistic and Equipment Management.	4	4	3	80	20
5.	MANS405	Organisation Management of Hospitals	4	4	3	80	20

PGDHSM-II semester

Sr. No.	Subject Code	Subject Name	No. of Credits	No. of Hours/ Week	Exam Hours	Total Marks (External)	Total Marks (Internal)
1.	MANS406	Clinical Diagnostics & Therapeutic Services	4	4	3	80	20
2.	MANS407	Support & Utility Services & Risk Mgt.	4	4	3	80	20
3.	MANS408	Health Systems & Disaster Mgt.	4	4	3	80	20
4.	MANS409	Computer Concepts & its Applications in Health care Systems.	4	4	3	80	20
5.	MANS410	Project Report / Dissertation	4	4	3	80	20



Sr.No.	Semester	Credit per Semester
1.	PGDHSM-I	20
2.	PGDHSM-II	20
	Total	40



Subject Title: *INTRODUCTION TO MANAGEMENT*

Subject Ref. No.: MANS401

No. of credits: 4

No of periods /week: 4

Assignments/ sessions: 20%

Semester Exam: 80%

Course Objectives:

Pre-requisites:

Unit-I

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

Unit-II

Planning and Decision Making: 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 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

Staffing: Importance and need for proper staffing, introduction to the concept : Recruitment, selection , training and development;

Unit-V

Leading: Motivation : Meaning , Importance, Motivation models- Maslow, Hertzberg, Douglas McGregor. Leadership : Meaning ; Import; **VI. Control:** Meaning and importance of controlling , process of control. Introductory idea of the the concept of MIS.

Text Books:

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

Additional Reference Books:

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



Subject Title: **ORGANIZATIONAL BEHAVIOUR**

Subject Ref. No.: MANS402

No. of credits: 4

No of periods /week: 4

Assignments/ sessions: 20%

Semester Exam: 80%

Course Objectives:

Pre-requisites:

Unit-I

Systems and Contingency approach for understanding organizations. Management Process, Function, Skills and roles in Organization

Unit-II

Social Responsibility of Business. Understanding and Managing individual behavior

Unit-III

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

Unit-IV

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

Unit-V

Communication, Group decision making , Leadership and influence Process.

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.



Subject Title:	HEALTH CARE ECONOMICS & FINANCE
Subject Ref. No.:	MANS403
No. of credits:	4
No of periods /week:	4
Assignments/ sessions:	20%
Semester Exam:	80%
Course Objectives:	
Pre-requisites:	Assessment of causes of poor health in the developing countries: Health services, Economic development and national development planning. Economic appraisal of health services.
Unit-I	
Unit-II	Needs vs. demands vs. supply model. Accounting concepts and application. Understanding cost and their behaviour.
Unit-III	Health sector financial and expenditure surveys. Primary care: Cost, resource availability and allocation. Methods and models in the analysis and evaluation of health sector financing.
Unit-IV	Financial management in health services. Budgetary control, pricing and efficiency.
Unit-V	Economics of non-governmental health care Economics of various national health programmers.
Text Books:	1. Carrin.G., 'Economics Evaluation of Health in Developing Countries', 1983, oxford University Press , New York. 2. Clererley. W.D.ed, 'Financial Management of Health Care Facilities', 1976,Aspen, Maryland. 3. Conyers.D and Hills P, 'An Introduction to Development Planning in the Third World', 1984, John Wiley, New York.
Additional Reference Books:	1. Drummond M.F., 'Principles of Economic Appraisal in Health Care', 1985 Oxford University Press, New York. 2. Ferror H.P. ed., 'Health Services: Administration, Research pond Management ', 1972 Butter Worths, London 3. Fernet D., 'Strategies for paying Health Services in developing countries', 1984 , World Bank , Washington D.C. 4. Field stein, P.G., 'Health Care Economics', 1979, John Wiley, New York.



Subject Title: *LOGISTIC AND EQUIPMENT MANAGEMENT*

Subject Ref. No.: MANS404

No. of credits: 4

No of periods /week: 4

Assignments/ sessions: 20%

Semester Exam: 80%

Course Objectives:

Pre-requisites:

Unit-I

Logistics : Introduction to logistics and interface with marketing and services , measures of logistics, logistics system analysis and design.

Unit-II

Materials Management :Role of purchasing and materials management – objectives Organisation and inter relationship.

Unit-III

Determination and description of material quality – receiving and incoming quality inspection – vendor process capabilities

Unit-IV

Cost reduction Techniques – value analysis Engineering vendor rating.

Unit-V

Equipment Management – Planning and Procurement Appraisal methods – Evaluating supplier efficiency -maintenance repairs and disposals

Text Books:

1. Baily P.etc., "Purchasing Principles and Management " London , Pitman, 1994.
2. Dobler D.W. etc, "Purchasing and Materials Management", New York , Mc Graw Hill, 1990.

Additional Reference Books:

1. Gopalakrishna P. and Sundershan M., "Handbook of Materials Management", New Delhi Prentice hall of India, 1994.
2. Ballau Renald H. "Business Logistic Management", Englewood Cliffs , New York, Prentice Hall Inc. 1992.
3. Bowersox D.j. and Closs, D.J., "Logistic Management : A System Integration of Physical Distribution ", New York, Mac Millan , 1996.



Subject Title: **ORGANISATION AND MANAGEMENT OF HOSPITALS**

Subject Ref. No.: MANS405

No. of credits: 4

No of periods /week: 4

Assignments/ sessions: 20%

Semester Exam: 80%

Course Objectives:

Pre-requisites:

Unit-I

Health care and Hospitals, Indian Health care system, government health care interfaces. Hospital as a subsystem of health care system.

Unit-II

Classification of Hospitals – Hospital Organization , Hospital functions- Components of a Hospital system, charging rule of Hospital administration.

Unit-III

Need for Management function Specialist – Decision Making in Hospitals, Understanding Decision making process.

Unit-IV

Hospital Communication system- Merits and Demerits, Systems approach to Hospitals.

Unit-V

Customer Relations Management in Hospitals, Consumer Protection Act and its implications on hospitals, Patient Satisfaction Studies

Text Books:

- 1.) Health Information in India "Central Bureau of Health Intelligence" Ministry of Health & Family Welfare, Govt. of India, New Delhi.
- 2.) Kurt, Darr & JoNatham S.r., "Hospital Organization & Management Text and Reading ", CBS Publishers and Distributors, 1992.

Additional Reference Books:

1. Goyal R.C., "Handbook of Hospital Personnel Management", Prentice Hall of india, New Delhi 1993.
2. Hodgetts R.M. and Cascio D.M., "Modern Health care Administration", 1983, Academic Press , New York.
3. Ferror H.P.ed, "The Health Services Administration , Research and Management", 1972 Butterworths, London



Subject Title:

CLINICAL DIAGNOSTICS AND THERAPEUTIC

Subject Ref. No.:

MANS406

No. of credits:

4

No of periods /week:

4

Assignments/ sessions:

20%

Semester Exam:

80%

Course Objectives:

Pre-requisites:

Unit-I

Out patient and word services

Unit-II

Accident and emergency services

Unit-III

Operation theatre administration

Unit-IV

ICU & ICCU, Nursing Services

Unit-V

Laboratory services including Radiodiagnosis, Imaging, Blood Transfusion and Pharmacy services.

Text Books:

Additional Reference

Books:



Subject Title:	SUPPORT & UTILITY SERVICES & RISK Mgt.
Subject Ref. No.:	MANS407
No. of credits:	4
No of periods /week:	4
Assignments/ sessions:	20%
Semester Exam:	80%
Course Objectives:	
Pre-requisites:	
Unit-I	CSSD, Medical Record Management.
Unit-II	House Keeping.
Unit-III	Hospital laundry management, Dietary Management.
Unit-IV	Transportation.
Unit-V	Sanitation and waste Management.
Text Books:	
Additional Reference Books:	



Subject Title: **HEALTH SYSTEMS & DISASTER MANAGEMENT**
Subject Ref. No.: **MANS408**
No. of credits: **4**
No of periods /week: **4**
Assignments/ sessions: **20%**
Semester Exam: **80%**
Course Objectives:

Pre-requisites:

Unit-I

Systems Analysis and systems dynamics in health care, Health systems :Characterstics, planning methodologies, goals and function; strategic management in health care.

Unit-II

Health systems research : Uses and Applications, Evaluation Methodology for Monitoring the performance and needs in health services . Operational planning and Management issues in Health care.

Unit-III

Health care decision making for mega problems, Approaches ; Contemporary trends in health care.

Unit-IV

Health Manpower policy , Planning and Management.

Unit-V

Project Management in Health Care, Disaster Management.

Text Books:

1. Ferrer H.P.ed, " The Health Services Administration, Research and Management", 1972, Butterworths, London.
2. Hodgetts.R.M and Cascio D.M, " Modern Health care Administration", Academic Press, New York.

Additional Reference Books:

1. Homby P.etc, " Guidelines for Health Manpower Planning WHO, Geneva.
2. Hyman, Herbert H. "Health Planning : A Systems APPROach", Aspen, Rockville.
3. Wortman P.M.ed., "Methods of Evaluating Health Services", Sage , London.



Subject Title:	COMPUTER CONCEPTS & ITS APPLICATION IN HEALTH CARE SYSTEMS
Subject Ref. No.:	MANS409
No. of credits:	4
No of periods /week:	4
Assignments/ sessions:	20%
Semester Exam:	80%
Course Objectives:	
Pre-requisites:	
Unit-I	Concepts of Computers and Communication Technology.
Unit-II	Data base Concepts, Networks and Communication – Types of Networks, Network Topologies.
Unit-III	Information Technology in Hospitals. Information Systems Concepts, type of Information Systems. Hospital Information Systems.
Unit-IV	Systems Analysis and Design of Hospital Strategies. Functionality of Computerized Hospital Information System. Merits & demerits of Computerised Hospital Information System (CHIS). Trends in Hospital Information Systems. Hospital Information System as a Controlling Device.
Unit-V	Resource Utilisation and control in Hospitals, Issues and Challenges of Hospital Management.
Text Books:	1) Lele R.D., "Computers in Medicine", Tata McGraw Hill Publishing Co. Ltd., New Delhi.
Additional Reference Books:	1) Saini, Anil Kumar, "Management Information Systems (MIS) in Hospitals, Deep & Deep Publications, India. 2) "Health Information in India", Central Bureau of health Intelligence, Ministry of health & Family Welfare, Govt. of India, New Delhi.



Subject Title: PROJECT WORK
Subject Ref. No.: MANS451
No. of credits: 4
No of periods /week:
Assignments/ sessions: 100%
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.