

UNIVERSITY OF PUNE
FACULTY OF MANAGEMENT
POST GRADUATE DIPLOMA IN HOSPITAL MANAGEMENT (PGDHM)
ONE YEAR, TWO SEMESTER PART TIME PROGRAMME
REVISED CURRICULUM w.e.f. A.Y.2013-2014

1. TITLE OF THE PROGRAMME: POST GRADUATE DIPLOMA IN HOSPITAL MANAGEMENT (PGDHM)

2. PREAMBLE:

Objectives:

- a) To train Medical & Non-Medical Graduates in the specialty of the Hospital Administration to meet the growing demand of Hospital Administrators at the middle level of management.
- b) To enable such persons to take up consultancy in the Hospital Planning.
- c) To enable them to take up higher courses of learning/specialization in the field of Hospital Management in due course of time.

3. INTRODUCTION: The Programme comprises of 2 Semesters.

3.1 Credits

The programme is a combination of:

- a) Full Credit Courses (100 Marks each) : 3 Credits each
- b) Half Credit Courses (50 Marks each) : 2 Credits each

Total Credits: 34 Credits (1100 Marks)

- a) 10 Full Credit Courses * 3 credits per course = 30 Credits
- b) 2 Half Credit Courses * 2 credits per course = 4 Credits

In terms of credits, for a period of one semester of 15 weeks:

- a) every ONE hour session per week of L amounts to 1 credit per semester
- b) a minimum of TWO hours per week of T amounts to 1 credit per semester,
- c) a minimum of TWO hours per week of P amounts to 1 credit per semester,

In the Credit system the emphasis is on the **hours put in by the learner and not on the workload of the teacher**. Each credit can be visualized as a combination of **3 components viz. Lecture (L) + Tutorials (T) + Practicals / Project Work (P) i.e. LTP Pattern**.

The effort of the learner for each Credit Point may be considered under two parts –

- a) one part consisting of the hours actually spent in class room / practical / field work instructions and
- b) the other part consisting of notional hours spent by the Learner in self study, in the library, peer interactions, case study, writing of journals and assignments, projects etc for the completion of that course.

Teaching / learning sessions are to be interpreted in a broader perspective as follows:

- a) Teaching – Learning Processes: Classroom sessions, Group Exercises, Seminars, Small Group Projects, etc.
- b) Evaluation: Tutorials, Class Tests, Presentations, Field work, Assignments, etc.

3.2 Adoption of Credit and Grading System: As per national and international trends, it is proposed to adopt the Credit and Grading System for the PGDHM programme.

Salient features of the grading system:

1. Learners are placed in ability bands that represent a range of scores. These ability bands may vary according to the number of categories for the classification of the performance of the learners. This ability range may be designated with alphabetical letters called as GRADE.
2. The system of awarding grades would provide a more realistic picture of learner's ability than the prevailing marking system.
3. Grading is a far more satisfactory method than the numerical marking system as it reflects an individual learner's performance in the form of a certain level of achievement.
4. The Grading system ensures natural classification in qualitative terms rather than quantitative terms since it expresses a range /band of scores to which a learner belongs such as O,A,B,C,D,E & F
5. The award of grades provides a permanent record of the learner's growth and development that might be helpful for institutions of higher education for allocating seats for prospective employers.
6. Grading does not require making fine distinctions in performance when no such distinctions actually exist.
7. It is based on a realistic concept of 'errors of measurement'.
8. Grades are relatively free from extraneous factors like difficulty of the examination, examiner bias, nature of the subject being examined, etc.
9. Grades can be interpreted easily and directly and can be used to prepare an accurate 'profile' of a learner'

Basics of Credit and Grading System: Grading, is a method of reporting the result of a learner's performance subsequent to his evaluation. It involves a set of alphabets which are clearly defined and designated and uniformly understood by all the stake holders. A properly introduced grading system not only provides for a comparison of the learners' performance but it also indicates the quality of performance with respect to the amount of efforts put in and the amount of knowledge acquired at the end of the course by the learners.

It is proposed to use the **Indirect and Absolute Credit and Grade Point System for the PGDHM programme**, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks, but the marks shall later be converted into Grades by some mechanism wherein the overall performance of the Learners can be

reflected after considering the Credit Points for any given course. However, the **overall evaluation shall be designated in terms of Grade.**

3.3 Session Duration: Each teaching-learning, evaluation session shall be of 60 minutes.

4. ELIGIBILITY: A student seeking admission to this course must have the following qualifications:

- a) Bachelor's Degree in any Faculty of any Statutory University or Equivalent Diploma awarded by the Board of Technical Education of any State/Central Government-
Post SSC- 3 years Diploma with 2 years' experience after passing the Diploma.
Post HSC- 2 years Diploma with one year experience after passing the Diploma.
- b) General Nursing & Midwifery (GNM)- 3 1/2 years course after HSC conducted by Nursing Council of any State with one year experience after passing GNM course.

5. EXAMINATION:

Pattern of Examination: The evaluation scheme comprises of:

- a) University Evaluation (50 Marks)
- b) Concurrent Evaluation (50 Marks)

5.1 University Evaluation

There shall be University evaluation for each full credit course as per the time table announced by the University. There shall be a Written Examination (subjective – concept plus case study / application oriented type) for 50 marks by the University for each Full Credit Course.

5.1.2 Instructions to External Paper Setters / Chairman / Examiners

For University evaluation (Written Examination – subjective type of 50 marks) of each full credit course the question pattern shall be as follows:

Question Paper Pattern:-

- 1) There shall be five questions each of 10 marks.
- 2) All questions shall be compulsory with internal choice within the questions.
- 3) A Question may be subdivided into sub-questions a, b, c... and the allocation of marks depend on the weightage of the topic.

Questions shall be set to assess knowledge acquired, standard application of knowledge, application of knowledge in new situations, critical evaluation of knowledge and the ability to synthesize knowledge. The questions setter shall ensure that questions covering all skills are set. The questions setter shall also submit model answers and a detailed scheme of evaluation along with the question paper.

The duration of written examination shall be 2 hours. Students shall be provided a single answer sheet of 16 pages. They must ensure that their responses fit within the provided answer sheet. Additional supplements shall not be provided.

5.2 Concurrent Evaluation: There shall be Concurrent evaluation for 50 marks for each full credit course. Half credit courses shall be evaluated for 50 marks through Concurrent evaluation. As a part of concurrent evaluation the students shall be *evaluated on a continuous basis* by the Institute to ensure that student learning takes place in a graded manner. *There shall be no University evaluation for half credit courses.*

Suggested components for Concurrent Evaluation (CE) are:

1. Case Study / Caselet / Situation Analysis – (Group Activity or Individual Activity)
2. Class Test
3. Open Book Test
4. Field Visit / Study tour and report of the same
5. Small Group Project & Internal Viva-Voce
6. Learning Diary
7. Scrap Book
8. Group Discussion
9. Role Play / Story Telling
10. Individual Term Paper / Thematic Presentation
11. Written Home Assignment
12. Industry Analysis – (Group Activity or Individual Activity)
13. Literature Review / Book Review
14. Model Development / Simulation Exercises – (Group Activity or Individual Activity)
15. In-depth Viva
16. Quiz

Detailed record of the Concurrent Evaluation shall be maintained by the Institute. The same shall be made available to the University, on demand.

Marks for the concurrent evaluation must be communicated by the Institute to the University before the commencement of relevant Semester Examination.

5.3 Project

On successful completion & passing of Semester-I & Semester-II examinations, students will have to complete Project Training in Hospitals, for a period of not less than 60 working days, as a part of the course. Hospitals will be allotted by the Director/Principal of the Institute/College. Diploma will be awarded only after the completion of Internship. The Institute will collect the required Internship Completion Certificate from the concerned Hospital. The Institute will submit this Certificate to the University.

*In the interest of environmental considerations, students are encouraged to **type** their project reports on both faces of the paper.*

There shall be an external viva-voce for the Project for 100 marks. The examiner's panel for the same shall include one external faculty member nominated by the University and one internal faculty member nominated by the Director.

Copies of Project report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

5.4 Standard of Passing: Every candidate must secure at least Grade E in Concurrent Evaluation as well as University Examination as separate heads of passing for each course.

Diploma Requirements:

- a) **Earned Credits:** The Diploma requirements for the PGDHM programme is completion of 34 earned credits.
- b) **Final Grade Point Requirement:** A student must obtain the Final Grade Point of a minimum of 00.50 to be eligible for the award of the PGDHM diploma.

5.4.1 Conversion of Marks to Grade Points & Grades: The marks shall be converted to grade points and grades using Table I below.

Table I: Points Grading System

Sr. No.	Marks	Grade	Grade Point
1	100 – 75	O - Outstanding	06
2	74 – 65	A – Very Good	05
3	64 -55	B – Good	04
4	54 – 50	C – Average	03
5	49 – 45	D – Satisfactory	02
6	44 – 40	E – Pass	01
7	39 - 0	F – Fail	00

The description of the final grades shall be as follows:

O: Outstanding (Excellent Analysis of the topic - 75% and above)

Accurate knowledge of the primary material, wide range of reading, logical development of ideas, originality in approaching the subject. Neat and systematic organization of content, elegant and lucid style.

A: Very Good (Excellent Analysis of the topic - 65 to 74 %)

Accurate knowledge of the primary material, acquaintance with seminal publications, logical development of ideas. Neat and systematic organization of content, effective and clear expression.

B : Good (Good Analysis and treatment of the topic - 55 to 64 %)

Basic knowledge of the primary material, logical development of ideas. Neat and systematic organization of content, effective and clear expression.

C : Average (Some important points covered – 50 to 54%)

Basic knowledge of the primary material, logical development of ideas. Neat and systematic organization of content, good language or clear expression.

D: Satisfactory (Some points discussed – 45 to 49%)

Basic knowledge of the primary material, some organization of content, acceptable language or expression.

E: Pass (Any two of the above – 40 to 44%)

F: Fail (None of the above – 0 to 39%)

The performance of a student will be evaluated in terms of two indices, viz.

- a) *Semester Grade Point Average (SGPA)* which is the Grade Point Average for a semester
- b) *Cumulative Grade Point Average (CGPA)* which is the Grade Point Average for all the completed semesters at any point in time.

Semester Grade Point Average (SGPA): At the end of each semester, SGPA is calculated as the weighted average of GPI of all courses in the current semester in which the student has passed, the weights being the credit values of respective courses.

SGPA = Grade Points divided by the summation of Credits of all Courses.

$$\text{SGPA} = \frac{\sum \{C * \text{GPI}\}}{\sum C} \quad \text{for a semester.}$$

Where GPI is the Grade and C is credit for the respective Course.

Cumulative Grade Point Average (CGPA): Cumulative Grade Point Average (CGPA) is the grade point average for all completed semesters. CGPA is calculated as the weighted average of all GPI of all courses in which the student has passed up to the current semester.

Cumulative Grade Point Average (CGPA) for the Entire Course

$$\text{CGPA} = \frac{\sum \{C * \text{GPI}\}}{\sum C} \quad \text{for all semesters taken together.}$$

Where GPI is the Grade and C is credit for the respective Course.

IMPORTANT NOTE:

If a student secures F grade in either or both of Concurrent Evaluation or University Evaluation for a particular course his /her credits earned for that course shall be ZERO.

5.5 Scaling Down of Concurrent Evaluation Scores: The marks obtained by the student for the Concurrent Evaluation components conducted by the Institute, in the Full

Credit Courses, in Sem I and Sem II, shall be scaled down, to the required extent, if such percentage of marks are more than 20% of the marks scored in the University Examination for the respective course.

The marks obtained by the student in Half Credit Courses are not subject to scaling down.

5.6 Attendance: The student must meet the requirement of 75% attendance per semester per course for granting the term. The Director shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

5.7 ATKT Rules: Candidate has to earn credits for a course in not more than 4 attempts. Admission for the PGDHM programme shall be valid for 3 Academic Years.

5.8 Award of Grade Cards: The University of Pune under its seal shall issue to the student a grade card on completion of each semester. The final Grade Card issued at the end of the final semester shall contain the details of all courses taken during the entire programme for obtaining the degree.

Final Grades: After calculating the SGPA for an individual semester and the CGPA for entire programme, the value shall be matched with the grade in the Final Grade Points Table (as per Table II) and expressed as a single designated GRADE such as O, A, B, C, D, E, F.

Table II: Final Grade Points

Sr. No.	Grade Points	Grade
1	05.00 to 6.00	O - Outstanding
2	04.50 to 04.99	A – Very Good
3	03.50 to 04.49	B – Good
4	02.50 to 03.49	C – Average
5	01.50 to 02.49	D – Satisfactory
6	00.50 to 01.49	E – Pass
7	00.00 to 00.49	F – Fail

A student who secures grade E or above in a course is said to have completed /earned the credits assigned to the course. A student who completed the minimum credits required for the PGDHM programme shall be declared to have completed the programme.

NOTE:

The Grade Card for the final semester shall indicate the following, amongst other details:

- a) Grades for concurrent and university evaluation, separately, for all courses offered by the student during the entire programme along with the grade for the total score.
- b) SGPA for each semester.
- c) CGPA for final semester.
- d) Total Marks Scored out of Maximum Marks for the entire programme, with break-up of Marks Scored in Concurrent Evaluation and University Evaluation.
- e) Marks scored shall not be recorded on the Grade Card for intermediate semesters.
- f) The grade card shall also show the 7 point scale and the formula to convert GPI, SGPA, and/or CGPA to percent marks.
- g) The final GPA shall not be printed unless the student earns the minimum 34 credits required for earning the PGDHM diploma.
- h) B Grade is equivalent to atleast 55% marks.
- i) If the GPA is higher than the indicated upper limit in the three decimal digit, then the student may be awarded higher final grade e.g. a student getting a GPA of 4.492 may be awarded grade A.

5.9 External Students: There is no provision of external students.

5.10 Verification / Revaluation: Students can avail the verification / revaluation facility as per the prevailing policy, guidelines and norms of the University of Pune.

6. Structure of the Programme: The programme is a combination of:

- a) Full Credit Courses (100 Marks each) : 3 Credits each
- b) Half Credit Courses (50 Marks each) : 2 Credits each

Spread of Full & Half Credit Courses:

Semester	Full Credit Courses (100 Marks) (A)	Half Credit Courses (50 Marks) (B)	Total Courses (C = A + B)
I	5	1	6
II	5	1	6
Total	10	2	12

The programme has 10 Full Credit Courses (100 Marks each) and of 3 Credits each.

The programme has 2 Half Credit Courses (50 Marks each) and of 2 Credits each. Thus the entire programme has 12 Courses of 34 credits in all.

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6.1 Programme Structure for POST GRADUATE DIPLOMA IN HOSPITAL ADMINISTRATION (PGDHM)

Semester I					
Course Code	Course	Concurrent Evaluation	University Evaluation	Total	Credits
101	Principles and Practice of Management and Organizational Behaviour	50	50	100	3
102	Managerial Accounting and Financial Management	50	50	100	3
103	Hospital Planning and Project Management	50	50	100	3
104	Medical Terminology & Procedures	50	50	100	3
105	Hospital Administration	50	50	100	3
106	Viva Voce on Journal Related to Hospital Training	50	0	50	2
	TOTAL	300	250	550	17
Semester II					
Course Code	Course	Concurrent Evaluation	University Evaluation	Total	Credits
201	Human Resource Management	50	50	100	3
202	Laws Related To Hospital Medical Services	50	50	100	3
203	Material Management & Inventory Control	50	50	100	3
204	Management of Healthcare and Hospital Services	50	50	100	3
205	Project Report and Viva Voce based on Project Report	00	100	100	3
206	Computer Fundamentals and Software related to hospitals	50	0	50	2
	TOTAL	250	300	550	17

6.2 Medium of Instruction: The medium of Instruction & Evaluation shall be English.

7. EQUIVALENCE OF PREVIOUS SYLLABUS WITH THE REVISED SYLLABUS: The equivalence of the previous syllabus with the proposed syllabus is given in Annexure I.

8. UNIVERSITY TERMS: The dates for the commencement and conclusion of the first and the second terms shall be as determined by the University Authorities. The terms can be kept only by duly admitted students. The present relevant ordinances pertaining to grant of terms will be applicable.

9. COURSE WISE DETAILED SYLLABUS: Course wise detailed syllabus is provided in Annexure I.

Note:

- 1. In the detailed syllabus, Number of Sessions indicated are as follows: 7 + 1 indicates 7 teaching sessions and 1 evaluation sessions. Kindly note that the numbers indicated are indicative and not prescriptive.*
- 2. Faculty members and students should refer to the latest edition of the relevant books, wherever such latest editions are available.*

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Semester	I	Postgraduate Diploma in Hospital Management	
Course Code	101	Subject Core	
Course Title	Principles and Practice of Management and Organizational Behaviour		
Credits	3	Marks	100

Course Objectives:

1	Learn general management principles
2	Understand how organizations like hospitals can be managed
3	Learn how to lead and motivate teams in the workplace

Syllabus:

Unit Number	Contents	Number of Sessions
1	Basic concepts of Management <ul style="list-style-type: none"> • Definition • Evolution of Management Thought • Functions of Management • F.W. Taylor and Henry Fayol's contributions 	4
2	Planning <ul style="list-style-type: none"> • Nature and Purpose • Setting Objectives • Management by Objectives • Steps and Hierarchy of Plans. 	4
3	Organizing <ul style="list-style-type: none"> • Nature and Purpose • Departmentation • Line and Staff Authority • Decentralization and Centralization • Authority • Responsibility • Accountability and Power. 	4
4	Directing <ul style="list-style-type: none"> • Communication–Process of Communication • Hierarchy • Maslow's Need of Hierarchy and Herzberg two factor theory • Leading –Trait Theory, Blake and Montain's Managerial Grid • Hersey Blanchard's Situational Leadership. 	4
5	Controlling and Coordinating <ul style="list-style-type: none"> • Process of Controlling 	4

	<ul style="list-style-type: none"> • Work Study • Operations Research 	
6	<p>Decision making</p> <ul style="list-style-type: none"> • Nature & purpose • Principles 	4
7	<p>Organizational Behavior</p> <ul style="list-style-type: none"> • Definition • Importance • Historical Background • Fundamental Concepts of OB • 21st Century Corporates • Different models of OB i.e. autocratic, custodial, supportive, collegial & SOBC 	4
8	<p>Personality & Attitudes</p> <ul style="list-style-type: none"> ▪ Meaning of Personality ▪ Development of Personality ▪ Nature & dimensions of attitude ▪ Job Satisfaction ▪ Organizational Commitment 	4
9	<p>Motivation</p> <ul style="list-style-type: none"> • Motives - Characteristics • Classification of Motives • Primary Motives and Secondary Motives • Morale – Definition & relationship with productivity • Morale Indicators: Theories of Work motivation • Maslow's Theory of Need Hierarchy • Herzberg's Theory of Job Loading 	4
10	<p>Group Dynamics & Teams</p> <ul style="list-style-type: none"> • Theories of Group Formation • Formal Organization • Informal Groups & their interaction • Importance of teams • Formation of teams • Team Work 	4

Learning Resources:

Reference Books

1. Essentials of Management – By Harold Koontz & Heinz Weihrich–7th Ed.– Tata McGraw Hill.
2. Essentials of Management – By Joseph L. Massie– Prentice Hall India.
3. Management of Organization Behavior–By Paul Hersey & Blanchard – Prentice Hall India.
4. Organizational Behavior–By John W. Newstrom– Tata McGraw Hill.
5. Organizational Behavior– By Fred Luthans– McGraw Hill Intl.
6. Management Information System - By Dr. P.C. Pardeshi & Others.
7. Management: Tasks, Responsibilities & Practices– By Peter Drucker – Allied Publisher.
8. Practice of Management – By Peter Drucker

Semester	I	Postgraduate Diploma in Hospital Management	
Course Code	102	Subject Core	
Course Title	Managerial Accounting and Financial Management		
Credits	3	Marks	100

Course Objectives:	
1	Understand the different terms used in finance and accounting
2	Be able to calculate simple financial data
3	Learn how costing can be applied to a hospital

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction <ul style="list-style-type: none"> • Origin of Accounting & its importance • Different disciplines in Accounting • Difference between Accounts, Costing, Finance, Taxation, Audit, etc. 	2
2	Double Entry System of Accounts Transactions–Debit & Credit Classification of Accounts Rules of Accounts Convention, concepts & norms of Accounts Advantages of Double Entry System of Accounts	4
3	Journal Types of Journals/Subsidiary Books Passing of Journal Entries Writing of narrations	6
4	Ledger Posting in Ledger Balancing of Ledger Accounts	2
5	Preparation of Trial Balance Correction of mistakes in Trial Balance Difficulties in locating the mistakes & its consequences	2
6	Depreciation Why depreciation? Mode of Depreciations	2
7	Preparation of Final Accounts Profit making Hospitals Non-profit making Hospitals	6

8	<p>Working Capital Management</p> <p>Needs of Working Capital</p> <p>Estimation of Working Capital requirement</p> <p>Different sources of funds</p> <p>Norms to be considered for Bank Loans</p>	4
9	<p>Changes in Financial Statements</p> <p>Ratio Analysis</p> <p>Limitation of Ratio Analysis</p>	4
10	<p>Budgetary Control</p> <p>Difference between Budget, Estimate & Projection</p> <p>Types of Budget–with special reference to Functional Budget</p> <p>How to monitor a Budget</p>	4
11	<p>Elements of Cost of a Product / Service</p> <p>Direct & Indirect Cost</p> <p>Allocation of Over head Cost</p> <p>Analysis of Marginal Costing & Unit Costing</p>	4

Learning Resources:

Reference Books	<ol style="list-style-type: none"> 1. Useful Reading for Hospital Management–By Col.Khare & Others. 2. Basic Accounts& Finance for Non-Accounts–By Prof.D.K.Chatterjee -Himalaya Publishing House. 3. Handbook on Accounting for Hospital Management–By Prof.D.K.Chatterjee - Himalaya Publishing House. 4. Financial Management–By Prasanna Chandra–Tata McGraw-Hill. 5. Modern Accounting–By Hanif & Mukharjee. 6. Cost Accounting Methods & Problems–By B.K.Bhor
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Semester	I	Postgraduate Diploma in Hospital Management	
Course Code	103	Subject Core	
Course Title	Hospital Planning and Project Management		
Credits	3	Marks	100

Course Objectives:

1	Understand the steps in planning, designing and building a hospital
2	Be aware of the rules and regulations in setting up a hospital

Syllabus:

Unit Number	Contents	Number of Sessions
1	Types of Hospital Organizations & Statutory Requirements for Planning	2
2	Steps in Hospital Planning: <ul style="list-style-type: none"> • Need Assessment • Appointment of Planning Teams/Consultants • Appointment of Architect • Size of the Hospital • Design of the Hospital • Selection of the Contractor • Project Management • Gantt charts • PERT • CPM 	12
3	Preparation of Architect's Brief.	2
4	Selection of the Site, Preparation of the Master plan.	2
5	Preparation of Schedule of Accommodation.	2
6	Layout, Grouping, Zoning & Phasing of Activities	2
7	Circulation & Movements of Patients, Staff, Visitors	2
8	Landscaping in hospitals/ Parking arrangements	2
9	Planning for <ul style="list-style-type: none"> • Outpatient • Accident/Emergency • Indoor accommodation • Ward design – Bed wise planning • Special requirements of certain departments such as ICU, OT, Pediatric, Maternity ward and Labor room 	6
10	Planning for Water supply, Electricity, Drainage & Sewage disposal	2

11	Planning for Equipments	2
12	Licenses required for registration of hospital	2
13	Acquisition and Merger of existing hospital by another group	1
14	Commissioning a new hospital	1

Learning Resources:

Reference Books	<ol style="list-style-type: none"> 1. Hospital Planning & Administration–WHO Mono graph Series 54–ByR.Llewelyn,Davis&H.M.C.Macaulay–Indian Edition–Jaypee Brothers, New Delhi. 2. Hospital &Nursing Homes: Planning, Organization,& Management–By SyedAmin Tabish–Jaypee Brothers, New Delhi. 3. Principles of Hospital Administration & Planning–By B.M.Sakharkar–Jaypee Brothers. 4. Hospital Administration–By C.M.Francis &Marioc Desouza–Jaypee Brothers, New Delhi. 5. Hospital Administration & Planning–By A.G.Chandorkar Paras Medical Publisher. 6. Hospitals Planning, Design &Management–By Kunders & Gopinath. 7. Healthcare System & Management–By S.L.Goel–Deep & Deep Publisher. 8. Management of Hospital–By S.L.Goel & R.Kumar–Deep &Deep Publisher.
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Semester	I	Postgraduate Diploma in Hospital Management	
Course Code	104	Subject Core	
Course Title	Medical Terminology and Procedures		
Credits	3	Marks	100

Course Objectives:	
1	Learn the different medical terms used in a hospital
2	Understand how different procedures are carried out and the instruments used
3	Learn about common diseases

Syllabus:

Unit Number	Contents	Number of Sessions
1	Fundamentals of Medical Terminology Word Roots Prefix Suffix Abbreviations & Symbols	2
2	Introduction to Anatomy & Physiology Organs & Systems 1. Gastrointestinal 2. Respiratory 3. Circulatory 4. Renal 5. Reproductive 6. Nervous 7. Endocrine 8. Musculoskeletal	8
3	Common Diseases & Procedures - Gastrointestinal <ul style="list-style-type: none"> • Cholecystitis and Cholelithiasis • Appendicitis • Intestinal Obstruction • Hernia • Peritonitis • Gastroscopy • Colonoscopy • Laparoscopy • Laparotomy 	4
4	Common Diseases & Procedures – Respiratory <ul style="list-style-type: none"> • Tuberculosis 	4

	<ul style="list-style-type: none"> • Bronchial Asthma • Respiratory Failure • Pulmonary Embolism • Pneumonia • Bronchoscopy • Pulmonary Function Tests • Cardio-Pulmonary Resuscitation (CPR) 	
5	<p>Circulatory</p> <ul style="list-style-type: none"> • Hypertension • Coronary Artery Disease • Cardiac Arrest • Shock • Deep Vein Thrombosis (DVT) • ECG • 2D Echo Cardiogram • Coronary Angiography and Angioplasty • Cardiac Catheterization • Stress Test (TMT) • Pacemaker 	4
6	<p>Renal</p> <ul style="list-style-type: none"> • Urinary Tract-Infection • Renal Failure • Renal /Bladder Stones • Intravenous Pyelography • Cystoscopy • Urinalysis • Hemodialysis • Peritoneal Dialysis 	4
7	<p>Reproductive</p> <ul style="list-style-type: none"> • Female <ul style="list-style-type: none"> ○ Menstrual Disorders ○ Fibroids ○ Malignancy – Breast cancer and self-examination ○ Infertility and IVF ○ Mammography ○ Ultra Sound ○ Laparoscopy ○ Tubectomy ○ D& C 	4

	<ul style="list-style-type: none"> • Male <ul style="list-style-type: none"> ○ Prostate Enlargement ○ Hydrocele ○ Transurethral Resection of Prostate (TURP) 	
8	<p>Nervous</p> <ul style="list-style-type: none"> • Stroke (Cerebrovascular accident – CVA) • Brain Tumor • Brain Injuries • Spinal Cord Injuries • Lumbar Puncture • Myelography • CTScan • MRI • EEG • EMG 	4
9	<p>Endocrine</p> <ul style="list-style-type: none"> • Thyroid disorders • Diabetes mellitus 	2
10	<p>Musculoskeletal</p> <ul style="list-style-type: none"> • Osteoporosis • Fractures and treatments • Implants 	2
11	<p>Oncology</p> <ul style="list-style-type: none"> • Investigations • FNAC • Histopathology and frozen section • Application of nuclear medicine in oncology 	2

Learning Resources:

Reference Books	<ol style="list-style-type: none"> 1. Principles of Anatomy & Physiology–By Gerard J. Tortora 2. Anatomy & Physiology in Health & Illness–By Anne Waugh–Churchill Living stone. 3. Anatomy & Physiology for Nurses–By Evelyn Pearce – Indian Edition–Jaypee Brothers, New Delhi. 4. Dorland’s Pocket Medical Dictionary. 5. Taber’s Cyclopedic Medical Dictionary–Fadavis Philadelphia 6. Medical Manual of Anatomy–By Sampath Madhyastha–CBS Publication
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Semester	I	Postgraduate Diploma in Hospital Management	
Course Code	105	Subject Core	
Course Title	Hospital Administration		
Credits	3	Marks	100

Course Objectives:

1	Know the different departments in a hospital and their functional roles
2	Understand hospital utilization statistics and how reports are prepared
3	Learn how to manage public relations and hospital promotion methods

Syllabus:

Unit Number	Contents	Number of Sessions
1	History of hospital as an organization and its structure	2
2	Departments of a Hospital <ul style="list-style-type: none"> • Outpatient department and front office • Nursing services • Radiology and Imaging services • Pathology and Clinical Laboratory services • Operation theatre services • ICU/ CCU/ NICU/ PICU • Cardiac Catheterization services • Emergency Medical Services • Blood Bank services • Surgical and Medical wards • Obstetric and Gynecologic wards and Labor room suite • Central Sterile Supply Department • Laundry and Linen services • Housekeeping services • Biomedical waste disposal • Kitchen and Catering services • Medical Records Department • Accounts and Billing department 	12
3	Routine Admission/Discharge Procedures/Discharge Summary	2
4	Hospital Utilization Statistics. <ul style="list-style-type: none"> • Average Length of Stay(ALOS) • Bed Occupancy Rate • Turn Over Interval 	2
5	Daily Reports>Returns. <ul style="list-style-type: none"> • Hospital Census • Matron's Report 	2

	<ul style="list-style-type: none"> • Medical Officer's Report • Casualty Report, Medico-Legal Cases • Report from ICU/ICCU • Security Report • Maintenance Department Report • OT List 	
7	Patient's Complaints	1
8	Medical Certificates	1
9	Hospital Committees. Role, Composition, Frequency of Meetings, Minutes of the Meetings, Follow up Actions.	2
10	Patient Relations Management: Interviews, Questionnaires, Observations, Exit Interviews, Reporting and Compliance	4
11	Duties & Responsibilities of the Hospital Administrator /CEO. In Profit Making Hospitals In Non-Profit Making Hospitals	2
12	Marketing of Hospital: <ul style="list-style-type: none"> • Guest Lectures, Seminars, Workshops • Continuous Medical Education • Organization of Camps • Public Participation • International Marketing and medical tourism 	6
13	Hospital Security. <ul style="list-style-type: none"> • Staff • Patients • New born babies • Stores 	2
14	Hospital Waste Management	1
15	Methods of Infection Control.	1

Learning Resources:

Reference Books	<ol style="list-style-type: none"> 1. Sana's Guidelines for Hospital Infection Control–By Mohd.S. Khan– Jaypee Brothers, New Delhi. 2. Hospital Waste Management & its Monitoring–By Madhuri Sharma–Jaypee Brothers, New Delhi. 3. Medical Stores Management–By Shakti Gupta & Sunil Kant– Jaypee Brothers, New Delhi. 4. Medical Records, Organization & Management–By G.P.Mogli– Jaypee Brothers, New Delhi. 5. Emergency Medical Services & Disaster Management–By
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	<p>D.K. Dave & Shakti Gupta–Jaypee Brothers, New Delhi.</p> <p>6. Hospital Waste Management–By A.G.Chandorkar–Paras Medical Publisher.</p> <p>7. Hospital Infection Control–By S.A.Tabish–Academa, New Delhi.</p>
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UNIVERSITY OF PUNE

Semester	I	Postgraduate Diploma in Hospital Management	
Course Code	106	Subject Core	
Course Title	Viva Voce on Journal related to Hospital Training		
Credits	2	Marks	50

Course Objectives:

1	To become familiar with the different departments in a hospital
2	To understand the functioning of various departments in a hospital
3	To be aware of the facilities, equipment and staffing required in a hospital

Syllabus:

Unit Number	Contents	Number of Sessions
1	The Journal should contain details of main departments of Hospitals, along with its location, space requirements, equipment needs, manpower, functions, etc.	
2	<p><u>The following Departments should be studied:</u></p> <ol style="list-style-type: none"> 1. O.P.D. and Front office 2. Clinical Laboratories 3. Radiology and Imaging Departments 4. Casualty/EMS 5. Stores 6. Marketing Services 7. Operation Theater 8. Critical care areas 9. CSSD 10. Wards 11. Maintenance Department 12. Physiotherapy 13. Bio-Medical Department 14. Human Resources department 15. Catering and Kitchen Services 16. Pharmacy 	

Learning Resources:

Nil

Semester	II	Postgraduate Diploma in Hospital Management	
Course Code	201	Subject Core	
Course Title	Human Resource Management		
Credits	3	Marks	100

Course Objectives:

1	Understand the principles of human resource management
2	Know how to recruit and assess performance of all staff
3	Learn how to manage conflicts and behaviors of individuals and groups

Syllabus:

Unit Number	Contents	Number of Sessions
1	Functions of Human Resource Management The Managerial Perspective Objectives of Personnel Department Human Resource Development (HRD).	4
2	Position of the Personnel Department. Organization of the Personnel Department Line–Staff Relationship.	2
3	Manpower Planning & Development. Manpower Needs	2
4	Job Analysis, Job Description & Specifications for Hospital Staff	4
5	Selection & Recruitment Orientation	2
6	Duty rosters of various categories of staff	2
7	Manpower Developing & Training. Counseling	2
8	Career Planning. Promotion Policies Vertical and horizontal transfers Employee Turnover	2
9	Wage Administration, Salary Administration	2
10	Employee Benefits & Social Security	2
11	Performance Appraisals: Techniques & Practices	4
12	Industrial Relations <ul style="list-style-type: none"> • Unions and their role • Settlement of disputes • Industrial Dispute Act • Collective bargaining • Conflict Management 	4
13	Dynamics of Behaviour at Individual Level	2

	Group Dynamics	
14	Issues Relating to Management of Professionals, Consultants, Specialists, Medical Officers, Nursing Staff, Other Paramedical Staff	2
15	Development of staff. In service Training, on job Training, Higher Courses, Specialized Training	2
16	Discipline. <ul style="list-style-type: none"> • Punctuality • Dress code • Identification • Behaviors of staff Disciplinary action • Law of natural justice • Departmental enquiry 	2

Learning Resources:

Reference Books	<ol style="list-style-type: none"> 1. Personnel Management & Industrial Relations–By Rustom S.Davar –Vikas Publishing House. 2. Human Resource Management–By Garry Dessler –Prentice Hall, India. 3. Human Resource & Personnel Management–By Aswathappa –Tata McGraw Hill. 4. Human Resource Management–By Khan.
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Semester	II	Postgraduate Diploma in Hospital Management	
Course Code	202	Subject Core	
Course Title	Laws Related to Hospital & Medical Services		
Credits	3	Marks	100

Course Objectives:

1	Learn the basic legal terms applicable to hospitals and healthcare
2	Understand the code of medical ethics and medical negligence
3	Be aware of the different Acts related to patient management

Syllabus:

Unit Number	Contents	Number of Sessions
1	Introduction & Legal Procedures. Court, Affidavit, Evidence, Complaint, Investigation, Oath, Offence, Warrant, Summons. Medico Legal Aspects of Emergency Services	4
2	Inquest. Police Inquest, Magistrate's Inquest	2
3	Criminal Courts in India & their Powers.	2
4	General Important Legal Knowledge Pertaining to IPC, CRPC, CivilPC, Evidence Act	2
5	Rights & Responsibilities of Medical Person	2
6	Hippocratic Oath, Declaration of Geneva	2
7	Code of Medical Ethics	2
8	Organizational & Procedural Laws Indian Contract Act Nursing Home-Registration Act Birth-Death Registration Act	2
9	Labor Laws Applicable to a Hospital. <ul style="list-style-type: none"> • Indian Trade Union Act 1926/Industrial Dispute Act 1947. • The Bombay Shops & Establishment Act. • The Workmen's Compensations Act. • The Industrial Employment (Standing Orders) Act 1946. • Payment of Wages Act. • Employee Provident Fund Act. • Maternity Benefit Act 	4
10	Professional Negligence, Errors & Commission	2

11	Laws Related to Medical Procedures. <ul style="list-style-type: none"> • Medical Termination of Pregnancy Act 1971(MTP Act) • Prenatal Diagnostic Techniques, Regulations & Prevention of Misuse Act 1994(PNDT Act) • Transplantation of human organs Act 1994 	4
12	Consumer Protection Act 1986	2
13	Medical Negligence & Compensation	2
14	Doctor Patient Relationship	2
15	Preventive Steps for Doctors/Hospitals to Avoid Litigation. <ul style="list-style-type: none"> • Consent Form • Life Support • Dying Declaration • Death Certificate • High Risk • Post Mortem 	2
16	Illustrative Cases of Medical Negligence in India. <ul style="list-style-type: none"> • Surgery • OBST/GYNAEC • Medicine • Pediatrics • Other Disciplines/Anesthesia 	

Learning Resources:

Reference Books	<ol style="list-style-type: none"> 1. Parikh's Text Book of Medical Jurisprudence & Toxicology– By Dr.C.K.Parikh–CBS Publications. 2. Medical Negligence & Compensation–By Jagdish Singh–Bharat Law,Jaipur. 3. Law of Consumer Protection by Dr.Gurbax Singh, Bharat Publications 4. Medical Negligence & Legal Remedies–By Anoop K.Kaushal– Universal. 5. Medical Termination of Pregnancy Act. 6. Preconception & Prenatal Diagnostic Techniques (Prohibition of sex selection) Act 1994. 7. Organ Transplant Act. 8. The Consumer Protection Act 1986. 9. Indian Trade Union Act 1926. 10. Industrial Dispute Act 1946. 11. Medico-legal Aid to Hospitals & Doctors, with Consumer Protection Law–By M. S. Pandit & Shobha Pandit–Pandit Publications. 12. Opening the Domains of Laws–By Adv.Seema Bapat. 13. Modi's Book on Medico Jurisprudence & Toxicology
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Semester	II	Postgraduate Diploma in Hospital Management	
Course Code	203	Subject Core	
Course Title	Material Management and Inventory Control		
Credits	3	Marks	100

Course Objectives:	
1	Know the basic principles of materials management
2	Learn about purchase procedures and tenders
3	Understand inventory management and storage of items specific to hospitals

Syllabus:

Unit Number	Contents	Number of Sessions
1	Principles of Materials Management. Definition Scope & Functions Objectives	2
2	Materials Planning. Classification of Materials 1. Consumable 2. Non consumable 3. Working out quantities required, 4. Forecasting 5. Budgeting. 6. Availability of materials 7. Critical items 8. Stock level 9. Procurement methods	6
3	Purchase Management. Objectives Purchase system 1. Centralised 2. Decentralised 3. Local purchase Legal aspects of purchasing. Out Sourcing of Services	6
4	Purchase Procedures. <ul style="list-style-type: none"> • Selection of Suppliers • Tendering procedures • Analyzing bids • Price negotiations • Issue of purchase orders • Rate Contracts 	4

	<ul style="list-style-type: none"> • Follow up action 	
5	<p>Receipt of Materials.</p> <ul style="list-style-type: none"> • Inspection of materials • Preparation of defect /Discrepancy Report • Disposal of rejected items • Stocking of accepted items • Accounting of materials 	4
6	<p>Store Management.</p> <ul style="list-style-type: none"> • Organization & layout • Functions of Store Manager • Materials handling, • Flow of goods/FIFO • Computerization of inventory transactions • Security of stores • Disposal of scrap/un serviceable materials • Sub-stores in various departments • Physical stocktaking 	4
7	<p>Inventory Control.</p> <p>Aims & objectives</p> <p>Scope of Inventory Control</p> <ul style="list-style-type: none"> • Lead-time, • Buffer stock, • Reorder level, • Two Bin System, • EOQ 	4
8	<p>Tools & Techniques of Inventory Control.</p> <p>Classification of Inventory</p> <p>Techniques of Inventory Control</p> <ol style="list-style-type: none"> 1. ABC 2. VED 3. Others 	4
9	<p>Medical Stores.</p> <p>Functions</p> <p>Storage condition/ Monitoring, Expiry Dates & Action</p> <p>Cold Chain</p> <p>Role of drug Review Committee</p> <ol style="list-style-type: none"> 1. Hospital formulary 2. Obsolescence. 	4

Learning Resources:

Reference Books

1. Hand book of Materials Management–By P.Gopalkrishnan–Prentice Hall India.
2. Purchasing & Materials Management–By P.Gopalkrishnan–Tata McGraw Hill.
3. Materials & Logistic Management–By Prof. L.C.Jhamb–Everest Publications.
4. Introduction to Materials Management–By TonyArnold–Peerson.
5. Stores, Management & Logistics–By–P.Gopalkrishnan–Sultanchand & Co., New Delhi

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Semester	II	Postgraduate Diploma in Hospital Management	
Course Code	204	Subject Core	
Course Title	Management of Healthcare and Hospital Services		
Credits	3	Marks	100

Course Objectives:

1	To have an overview of the healthcare delivery system and health insurance in India
2	Be aware of National Health Policy and National Health Programs
3	Understand quality management in healthcare and accreditation processes

Syllabus:

Unit Number	Contents	Number of Sessions
1	Health Administration in India	2
2	Health Care Delivery System. a. Introduction to organization of health services in India – Central, States, Defence, Railways and other PSUs b. Voluntary agencies c. Comprehensive health projects with Rural Development e. International organizations related to health services	4
3	National Health Policy	2
4	National Health Programs. <ul style="list-style-type: none"> • Tuberculosis control Program • Dots Program • Control of Blindness • Family welfare program • AIDS control program • Role & functions of National AIDS Control Organization (NACO). 	4
5	Review of reports on Healthcare 1. Bhore Committee 2. Moodliar Committee 3. Jain Committee 4. Kartar Singh Committee 5. Srivastava Committee	4
6	Epidemiological Triad, Levels of Disease Prevention	2
7	07. Disaster Management/ Disaster Plan <ul style="list-style-type: none"> • Fire fighting • Dealing with crisis situations • Natural disasters – floods, earthquakes 	4

	<ul style="list-style-type: none"> • Mob violence against medical establishments • Bomb threat • Terrorist strike • Political agitation • Mass casualties 	
8	<p>Engineering Services.</p> <ul style="list-style-type: none"> • Maintenance of Building, Campus & Utilities • Fire safety 	2
9	<p>Quality Management in HealthCare.</p> <ol style="list-style-type: none"> a. Service and Process quality b. Cost of quality c. Quality control d. Statistical methods in hospitals for control of service quality e. Quality Circles f. Total Quality Management g. Five S and Six Sigma h. Kaizen i. ISO, ISO standards and their implementation j. Standard Operating Procedures (SOPs). k. Accreditation of hospitals – ISO, NABH, JCI 	8
10	<p>Insurance companies and TPAs</p> <ol style="list-style-type: none"> a. Insurance policies and cover b. Accident insurance benefit c. Claims procedures d. Administration of patient related schemes e. Medical insurance - cashless benefit, reimbursement f. CGHS, ECHS, CSMA, ESIC 	8

Learning Resources:

Reference Books	<ol style="list-style-type: none"> 1. Park's Text Book of Preventive & Social Medicine –By K. Park- Banarasidas Bhanot, Jabalpur. 2. Essential of Hospital Support Services & Physical Infrastructure – By Madhuri Sharma– Jaypee Brothers, New Delhi. 3. Hospital Services Management–By S.K. Parthsarthy– K.J. Hospital, Madras. 4. Medical Records Organization & Management–By G.P. Mogli– Jaypee Brothers, New Delhi. 5. Management Information System–By Waman S. Javdekar – McGraw Hill. 6. Hotel, Hostel & House Keeping– Joan C. Branson, Margaret & Lennox–Book Power. 7. Total Quality Management–By V.V. Gopal – ICFAI
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	University Press. 8. Marketing–Roger Kerin & Steven W. Hartney– McGraw Hill. 9. Methods of Bio-statistics–By Rao
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Semester	II	Postgraduate Diploma in Hospital Management	
Course Code	205	Subject Core	
Course Title	Project Report and Viva Voce based on Project Report		
Credits	3	Marks	100

Course Objectives:	
1	Know how to conduct original research and use statistical analytic methods
2	Know how to write a dissertation
3	Have a broad and extensive knowledge of the subject in which the project is undertaken

Syllabus:

Contents	
1	<p>Research Methodology</p> <ul style="list-style-type: none"> • Planning a research project and selecting a research problem • Data from texts, internet and field • Sampling • The questionnaire and interview • Observations and case studies • Measurement and analysis of data • Reporting and write up
2	<p>Biostatistics</p> <ul style="list-style-type: none"> • Vital and Health statistics • Frequency distribution • Measurements of mean, median and mode • Measurements of dispersion mean and standard deviation • Testing of hypothesis • Test of significance - Normal test (t) and Chi-square test • Incidence and prevalence rates
<p>Every student will complete a Project Report under the guidance of a Senior Faculty who will act as the Guide. The Project is expected to be studied in one of the Hospitals allotted by the Institute.</p> <p>At the end of Semester-II the student is expected to complete the Project Report of not less than 5000 words & submit a copy of the Report to the Director/Principal of the Institute/College before 31st March of the academic year. The report must be based upon a reasonable sample survey, collection of primary data and data analysis of some functional area of the Hospital & its management.</p> <p>The Report will be internally evaluated by the Guide of the Project & the marks out of 30 will be communicated by Director to the University before the commencement of Semester-II University examination.</p>	

At the end of the Semester-II, the Viva Voce shall be conducted by the panel of two External Examiners appointed by the University. The evaluation of the Project Report by the External Examiners should be out of 70 marks. During Viva Voce, questions pertaining to subjects taught during the second Semester will be also included.

Learning Resources:

NIL

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Semester	II	Postgraduate Diploma in Hospital Management	
Course Code	206	Subject Core	
Course Title	Computer Fundamentals and Software related to Hospitals		
Credits	2	Marks	50

Course Objectives:

1	Learn about computers and how they function
2	Understand usage of MS Office for daily work
3	Understand how computers can be used for all hospital functions

Syllabus:

Unit Number	Contents	Number of Sessions
1	Computer basics Definition of a Computer, Block Diagram of elements of a digital computer and their functions, Computer Hardware & Software, Computer generations, Types of computers, Memory, CPU, I-O devices, Secondary storages, Magnetic Tape, Disk, CD-ROM. Other recent developments - Scanners, Digitizer, Plotters, Printers, Hardware and Software. Micro, Mini, Main-frame and super-computers, Cyber- crimes – hackers and crackers	6
2	Operating system: Windows	4
3	Office Automation Software (MS-Office2007) <ul style="list-style-type: none"> • Word processing Software MS-Word – Mail merge • Spreadsheet Software MS-Excel – Graphics and charts, pivot table, conditions, formatting, formulae, v-lookup, • Database Management Software • MS-Access. • Presentation Software • MS-Power Point • Other applications 	12
4	Various types of Viruses, antivirus software	2
5	Networking – LAN, MAN, WAN, VWAN	2
6	Introduction to Internet Technology: Explanation of Internet and its applications like E-mailing, Chatting, Browsing Data Uploading/ Downloading etc.	4
7	Introduction to software related to Hospital Management: <ul style="list-style-type: none"> • Hospital Management System • Payroll System • Accounting System • Inventory Control System 	8

	• Other computer applications in Hospitals	
8	Telemedicine – Introduction and Applications	2

Learning Resources:	
Reference Books	<ol style="list-style-type: none"> 1. Computers Today: by Sanders. 2. Computers: by Trainor & Krasnewich (McGraw Hill) 3. Fundamentals of Computing: by Tucker, Cupper 4. Operating System Concept: by Peterson Biberachaty 5. Operating System: by Millan Milenkoric 6. Fundamentals of Computers: by Rajaraman 7. Know your PC: by Peter Norton. 8. Computer Networks: by Andrew S. Tenenbaum 9. Computer Network and Distributed Processing: by James Martin. 10. Computer Studies: by C.S.French.

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