

PGDHHM

			Instructional System								
Course Code	SLM Code	Name of Subject	PC P	A W	VG D	PD P	PE C	P P W	II I L	Credits	Marks
PGDHHM-1		Introduction to Management-I	√	√	√		√			6	100
PGDHHM-2		Introduction to Management-II	√	√	√					6	100
PGDHHM-3		Organisation and Management Of Hospitals	√	√	√		√			8	100
PGDHHM-4		Clinical, Diagnostic And Therapeutic Services	√	√	√		√			8	100
PGDHHM-5		Practical Manual	√	√	√					6	100
TOTAL										34	500

Paper-I
INTRODUCTION TO MANAGEMENT-I

Block 1 General Management
Unit 1 Principles of Management

- 1.1 Why Study Management Theory
- 1.2 The Science management School
- 1.3 Classical Organization Theory School
- 1.4 The Behavioural School: the Organization is People
- 1.5 The Human Relations Movement
- 1.6 The total quality Management Movement
- 1.7 The Contingency Approach
- 1.8 The Management science School
- 1.9 The Systems Approach
- 1.10 Recent Developments in Management Theory
- 1.11 Principles of Management
- 1.12 21st Century Managers
- 1.13 Significance of Management Principles
- 1.14 Relevance in Healthcare Institutions

Unit 2 Functions of Management

- 2.1 Functions/Objectives of Management
- 2.2 Responsibilities of Management
- 2.3 The Management Processes
- 2.4 Let Us Sum Up
- 2.5 Key Words
- 2.6 Further Reading

Unit 3 Management Techniques

- 3.1 The Feedback Loop
- 3.2 Time Series Analysis
- 3.3 Decision Making
- 3.4 Break-even Analysis
- 3.5 Operations Research
- 3.6 Pert
- 3.7 Strategic Planning
- 3.8 Forecasting
- 3.9 Value Analysis
- 3.10 Statistical Quality Control
- 3.11 Management by Objective (MBO)
- 3.12 Quality Circles (QC)
- 3.13 Management Problem Solving Method
- 3.14 Managerial Skills
- 3.15 Cost Analysis
- 3.16 Utilization Management

Unit 4 Organization Structure and Design

- 4.1 Organization Structure and Chart
- 4.2 Formal and Informal Organizations
- 4.3 Factors Influencing the Choice of Structure
- 4.4 Degree of Decentralization
- 4.5 Line and Staff Relationship
- 4.6 Specialisation of Work
- 4.7 Span of Control and Levels of Management
- 4.8 Matrix Structure
- 4.9 Network Structure
- 4.10 Integration of Organisational Tasks and Activities
- 4.11 Designing Structure for a Service Organization
- 4.12 Let Us Sum Up
- 4.13 Key Words
- 4.14 Further Reading

Block 2 Human Resource Planning

Unit 1 Human Resource Planning

- 1.1 Human Resource Planning: Activities
- 1.2 Objectives of Human Resource Planning
- 1.3 Projecting Manpower Supply and Demand at Organisational Level
- 1.4 Developing manpower strategy: Key Concerns
- 1.5 Let Us Sum Up
- 1.6 Self-assessment Test
- 1.7 Further Readings

Unit 2 Recruitment, Selection and Induction

- 2.1 Recruitment and Selection
- 2.2 The Recruitment Process
- 2.3 Selection
- 2.4 Selection Tests
- 2.5 Interview
- 2.6 Physical Examination
- 2.7 Reference Checks and Final Decision
- 2.8 Placement
- 2.9 Induction, Orientation or Indoctrination

Unit 3 Training and Development

- 3.1 Relevance of Training
- 3.2 Training Need Assessment
- 3.3 Principles of Adult Learning
- 3.4 Approaches to Training
- 3.5 Objective of Training
- 3.6 Training Methods

- 3.7 Training Aids
- 3.8 Evaluation of Training
- 3.9 Preparation of Training Plan for the Hospital

Unit 4 Communication

- 4.1 What is Communication?
- 4.2 Types of Communication
- 4.3 Elements of Communication
- 4.4 Verbal and Non-Verbal Communication
- 4.5 Communication Networks
- 4.6 Communication: Barriers and Bridges
- 4.7 Ten Characteristics of Good Communication
- 4.8 Let Us Sum Up
- 4.9 Self-Assessment
- 4.10 Further Readings

Block 3 Human Resource Management

Unit 1 Motivation

- 1.1 Concept and Definition of Motivation
- 1.2 Theories of Motivation
- 1.3 Motivation of Employees
- 1.4 Management's Attitudes towards Employees
- 1.5 Techniques to Motivate Employees
- 1.6 Benefits for Job Enrichment for Hospitals
- 1.7 Self-Assessment Test

Unit 2 Leadership

- 2.1 Importance of Leadership and its Definition
- 2.2 Trait Approaches to Leadership
- 2.3 Leadership Styles
- 2.4 Roles and Function of Leadership
- 2.5 Leadership Skills
- 2.6 Let Us Sum Up
- 2.7 Self-assessment Test
- 2.8 Further Reading

Unit 3 Union and Management Relations

- 3.1 Trade Union
- 3.2 Collective Bargaining
- 3.3 Resolution of Industrial Disputes
- 3.4 Strikes and Lock-Outs
- 3.5 Terminations of Service and domestic Enquiry
- 3.6 Sexual Harassment of women at work Place

Unit 4 Wage and Salary Administration

- 4.1 Evolution of Wages Concepts
- 4.2 Payment of Wages Act, 1936
- 4.3 Minimum Wage
- 4.4 Bonus
- 4.5 Equal Remuneration for Men and Women

Block 4 Practical Manual

Unit 1 Human Resource Development

- 1.1 What is Human Resource Development?
- 1.2 The Concept of and need for Human Resource Development
- 1.3 Human Resource Development Mechanisms
- 1.4 Designing Human Resource Development Systems
- 1.5 Let Us Sum Up
- 1.6 Activities

Unit 2 Decision Making

- 2.1 Process of Decision Making
- 2.2 Types of Managerial Decisions
- 2.3 Decision Making Under Different States of Nature
- 2.4 Decision Making Styles
- 2.5 Individual Decision Style: Individual Difference in Decision Making
- 2.6 What makes individual Decisions Imperfect?
- 2.7 What makes Group Decisions Making Imperfect?
- 2.8 Essential Values key to Decision Making
- 2.9 Guidelines for Effective Decision Making

Paper-II
Introduction to management-II

Block 1

Unit – 1 Accounting concepts and application

- 1.1 What is accounting
- 1.2 Accounting Process
- 1.3 Objective of Financial Reporting
- 1.4 Accounting Concepts
- 1.5 Accounting Conventions
- 1.6 Critical Appraisal of Concepts and Conventions
- 1.7 Types of accounts and their Applications
- 1.8 Accounting Books

Unit – 2 Understanding Cost and Their Behavior

- 2.1 Costs
- 2.2 Elements of Cost
- 2.3 Classification of Costs
- 2.4 Some other Concepts of Costs
- 2.5 Cost Accounting
- 2.6 Cost Output Relationship
- 2.7 Cost Analysis
- 2.8 Methods of Costs Analysis
- 2.9 Cost Behavior in Relation to Hospital Output
- 2.10 Cost Volume Profit Analysis
- 2.11 Break Even Analysis

Unit – 3 Budgeting

- 3.1 What is Budget
- 3.2 Classification of Budgets
- 3.3 Budget Procedures and Administration
- 3.4 Approaches to Budgeting

Unit – 4 Financial Control

- 1.1 Tools Financial Control
- 1.2 Auditing
- 1.3 Vouching
- 1.4 Special Points in the Audit of Hospitals
- 1.5 Audit Objections
- 1.6 Important Issues for financial Control in Hospitals (Do's and Don'ts)

Block 2

Unit – 1 Marketing of Health Care Services

- 1.2 Marketing: Meaning and Scope
- 1.3 Distinctive Nature of Services Marketing
- 1.4 The Service Marketing Mix
- 1.5 Service Quality
- 1.6 Marketing Communication for Health Care services

Unit – 2 Pricing of Health Services

- 2.1 Pricing –The Basic Foundations
- 2.2 Why is Pricing for Medical/Hospital Services Different from Pricing for Goods
- 2.3 Role of Prices and Consumer Value
- 2.4 Price Setting in Practice and Pricing Objectives
- 2.5 Bases Used in pricing
- 2.6 Implementing the Pricing Policy: Strategic Consideration

Unit – 3 Health Economics

- 3.1 Definition of Health Economics and its Application in Health and Hospital Planning
- 3.2 Economics Development and Health
- 3.3 Economics of Scale and Monopoly
- 3.4 Externalities (Spill over Effects)
- 3.5 Production Function
- 3.6 Equity and Health
- 3.7 Techniques of Economics Efficiency
- 3.8 Demand, Supply, Elasticity of Demand and Supply
- 3.9 Health Sector Financing

Block 3

Unit – 1 Logistics Management

- 1.1 Definition, Goals and Objectives of Logistics Management
- 1.2 Principles in Logistics Management
- 1.3 functions of Logistics Management
- 1.4 Tendering Procedures, Procurement and Inspection
- 1.5 Storage System Standardization, and Codification and Classification
- 1.6 Materials accounting and physical Distribution Logistics
- 1.7 Transportation System
- 1.8 Security of Stores
- 1.9 Condemnation and Disposal of Stores
- 1.10 Hospital stores

Unit – 2 Inventory Control

- 2.1 Aims and Objectives of Inventory Control
- 2.2 Classification of Inventory
- 2.3 Functions of Inventory Control and Criteria of Inventory Control
- 2.4 Tools and Technology of Inventory Control

Unit – 3 Equipment Management – Planning and Procurement

- 3.1 Present Scenario
- 3.2 Types for Equipment Selection
- 3.3 Hospital Equipment Utilization
- 3.4 Procurement of Imported Equipment

Unit 4 Equipment Management – Maintenance, Repair and Disposal

- 4.1 Definition
- 4.2 Existing Saturation
- 4.3 Maintenance and Repair Facilities
- 4.4 Condemnation and Disposal

Block 4

Unit – 1 Break Even Analysis

- 1.1 Broad Concept of Break Even Analysis
- 1.2 Approaches to Compute Break Even Point
- 1.3 Chart Approach
- 1.4 More on Break Even Analysis
- 1.5 A Case Study for Installation of a New Facility in a Nursing Home by Break Even Analysis
- 1.6 A Case for Study Comparison of Two Plans for Running of a Dietary Service in a Hospital

Unit 2 Preparation of Financial Statement

- 2.1 Broad Concept of Balance Sheet-Assets and Liabilities and Owner's Equity
- 2.2 Broad Categories of Assets and Liabilities
- 2.3 Types of Balance Sheets
- 2.4 Broad Concept of Profit and Loss Account, Revenue and Expenses
- 2.5 Broad Categories of Revenue and Expenses
- 2.6 Types of Profit and Loss Account

Unit – 3 Manual : Utilization of Equipment

- 3.1 Review of Situation
- 3.2 Factors Responsible
- 3.3 Materials and Method
- 3.4 Recommendations

Unit – 4 Manual: Inventory Analysis

- 4.1 Principles
- 4.2 Methodology of Inventory Analysis
- 4.3 Inventory control Analysis

Paper-III
ORGANISATION AND MANAGEMENT
OF HOSPITALS

BLOCK 1

Unit 1 Evolution and Classification of Hospitals

- 1.2 Definition of Hospital
- 1.3 History of Hospitals in India
- 1.4 Classification of Hospitals
- 1.5 Hospital as System

Unit 2 Hospital Organization

- 2.1 Hospital as an Organization
- 2.2 Evolution of Hospital Administration
- 2.3 How a Hospital Organization
- 2.4 Medical Staff and Hospital Organization
- 2.5 Professional Service Department in Hospital Organization

Unit 3 Role of Hospital

- 3.1 Evolution of role of Hospital
- 3.2 Functions of Hospital
- 3.3 Role of Hospitals and Peculiarities
- 3.4 Hospital as a System
- 3.5 Hospital as Community Institution
- 3.6 Changing Role of Hospital
- 3.7 Challenges and Strategies

Unit 4 Role of Hospital Administration

- 4.1 Role towards Patients
- 4.2 Role towards Organisation
- 4.3 Role Towards Community
- 4.4 Attributes, Quality and Skills of a Hospital Administrator

BLOCK 2

Unit 1 Present Hospital Scenario : Management Orientation

- 1.1 Present Hospital Scenario
- 1.2 The Maladies: Cause and Effect Relationship
- 1.3 Management of Hospitals: Challenges and Strategies
- 1.4 Remedial Measures

Unit 2 Public Relation and Image of Hospital

- 2.1 Concept of public Relation
- 2.2 Principles of Public Relation in Hospitals

- 2.3 Public Relations Department
- 2.4 Patient's Expectation and Satisfaction
- 2.5 Conflicts

Unit 3 Legal Aspects and Consumer Protection Act

- 3.1 Medico-Legal Aspects of Clinical Practice
- 3.2 Consumer Protection Act
- 3.3 Applications of consumer Protection Act in Hospitals
- 3.4 Medical Records

Unit 4 Fundamentals of Quality Management

- 4.1 Historical Background
- 4.2 Concept of Quality Care and Quality Management
- 4.3 Present Indian Scenario
- 4.4 Organization of Quality management Systems
- 4.5 Approach to Management of Quality

Unit 5 Research in Hospital Administration

- 5.1 Evolution of Research as Method of Study
- 5.2 Concept and Definition of Research
- 5.3 Peculiarities of Research in Hospital Administration
- 5.4 Purpose of Research in Hospital Administration
- 5.5 Types of Research
- 5.6 Components of Research
- 5.7 Categories of Research
- 5.8 Models of Research
- 5.9 Prerequisites to Conduct a Research
- 5.10 Steps in Conduction the Research
- 5.11 Areas of Medico Administrative Research Study

BLOCK 3

Unit 1 Basic Engineering Services

- 1.1 Civil Assets
- 1.2 Electricity Supply
- 1.3 Water Supply
- 1.4 Steam Supply
- 1.5 Central Medical Gases, Air and Clinical Vacuum Delivery System

Unit 2 Allied Engineering Services

- 2.1 Air Conditioning and Refrigeration
- 2.2 Non-Conventional Energy Devices
- 2.3 Energy Conservation
- 2.4 Maintenance Operation and Stores Management
- 2.5 Workshop Faculties

2.6 Engineering Services Department

Unit 3 Engineering Hazards

- 3.1 Hospital Planning and Design
- 3.2 Physical Environment
- 3.3 Building Elements and Materials
- 3.4 Hospital Installations
- 3.5 General Standards for Details and finishes
- 3.6 Preventive Maintenance Programme

BLOCK-2

UNIT -1 Organisational Analysis

- 1.1 Concept of Organisation
- 1.2 Organisation Structure
- 1.3 Organisation Effectiveness

UNIT-2 Patient Satisfaction

- 1.4 Review of Situations
- 1.5 Materials and Methods

Paper-IV
CLINICAL, DIAGNOSTIC AND THERAPEUTIC SERVICES

BLOCK - 1

UNIT -1 OUTPATIENT SERVICES

- 1.1 Brief History
- 1.2 Functions and Types
- 1.3 Planning Considerations
- 1.4 Organizational and Managerial Considerations
- 1.5 Monitoring and Evaluation

UNIT 2 ACCIDENT AND EMERGENCY SERVICES

- 2.1 Role and Functions
- 2.2 Planning Considerations
- 2.3 Equipment Requirements
- 2.4 Staffing Considerations
- 2.5 Policy and Procedures
- 2.6 Monitoring and Evaluation

UNIT 3 OPERATION THEATRE

- 3.1 Types
- 3.2 Planning
- 3.3 Design Considerations
- 3.4 Policy and Procedures

UNIT 4 INTENSIVE CARE UNIT

- 4.1 Definition
- 4.2 Types of ICU and Staffing Pattern
- 4.3 Physical Facilities, Planning and Designing
- 4.4 Equipment Requirement
- 4.5 Policy and procedures
- 4.6 Cost Effectiveness
- 4.7 Coordination and Control

BLOCK - 2

UNIT -1 INPATIENT SERVICES

- 1.1 Functions
- 1.2 Planning and Organizing Inpatient Unit
- 1.3 Policy and Procedures
- 1.4 Managerial Issues
- 1.5 Monitoring and Evaluation

UNIT - 2 NURSING SERVICES ORGANISATION AND ADMINISTRATION

- 2.1 Development of Nursing as a Profession
- 2.2 Role of Nursing Services
- 2.3 Functions, Tasks and Activities
- 2.4 Organization
- 2.5 Job Description of Nursing Superintendent and Deputy Nursing Superintendent
- 2.6 Staffing Patten

UNIT 3 WARD MANAGEMENT AND NURSING CARE

- 3.1 Concept of ward Management and Nursing Care
- 3.2 Nursing Needs of Patient
- 3.3 Nursing service Department/Unit
- 3.4 Organization and Management of Units
- 3.5 Nursing Care Methods
- 3.6 Management of Patient and Attendants

UNIT 4 PHYSICAL MEDICINE AND REHABILITATION

- 4.1 Brief History of PMR Services
- 4.2 Disability and Rehabilitation
- 4.3 Disability: Types, Magnitude and Causes
- 4.4 Problems Related to Disabilities
- 4.5 Goals and Objectives
- 4.6 Rehabilitation Approaches
- 4.7 Physical Layout, Staffing and Equipment
- 4.8 Policy and Procedures
- 4.9 Managerial Issues
- 4.10 Laws Related to Disabilities

BLOCK - 3

UNIT 1 LABORATORY SERVICES

- 1.1 Role and Functions of Laboratories
- 1.2 Types and Functional Components of Laboratories (Laboratory Medicine)
- 1.3 Concepts of Planning Organisation
- 1.4 Policies and Procedures
- 1.5 Information Management
- 1.6 Managerial Issues
- 1.7 Control and Evaluation

UNIT 2 RADIO DIAGNOSIS AND IMAGING SERVICES

- 2.1 Types of Services
- 2.2 Planning and Organizing Radio Diagnosis and Imaging Services
- 2.3 Policies and Procedures
- 2.4 Managerial Issues

UNIT 3 RADIATION HAZARDS

- 3.1 Biological Effects of Radiation Hazards
- 3.2 Diagnostic Imaging
- 3.3 Video Imaging Modalities
- 3.4 Magnetic Resonance Imaging
- 3.5 Nuclear Medicine Department
- 3.6 Radiation Therapy

UNIT 4 BLOOD TRANSFUSION SERVICES

- 4.1 Historical Development
- 4.2 Role and Functions
- 4.3 Types/Categories of Blood Banks
- 4.4 Planning Considerations
- 4.5 Policy and Procedures
- 4.6 Managerial Issues
- 4.7 Supreme Court Judgment and Directions (1996)
- 4.8 Control and Evaluation

UNIT 5 PHARMACY SERVICES

- 1.1 Pharmacy Services
- 1.2 Roles, Functions and Types
- 1.3 Planning Considerations
- 1.4 Policies and Procedures
- 5.6 Managerial Issues
- 5.7 Control and Evaluation
- 5.8 Computerization in Pharmacy Services

BLOCK – 4

UNIT 1 PROBLEMS IN OPD

- 1.1 Review of the Situation
- 1.2 Materials and Methods
- 1.3 Action Plan
- 1.4 Activities

UNIT 2 ORGANISATION OF EMERGENCY CARE

- 2.1 Review of Situation
- 2.2 Materials and Method
- 2.3 Action Plan
- 2.4 Activities

UNIT 3 QUALITY ASSESSMENT IN CLINICAL LABORATORY SYSTEM

- 3.1 Quality Control and Quality Assurance in Laboratory System including Blood Bank
- 3.2 Assessment, Evaluation of Quality System
- 3.3 Laboratory Management
- 3.4 Problems of Management
- 3.5 Control, Evaluation and “Consumer Satisfaction
- 3.6 Activities

Paper-V
PRACTICAL MANUAL
Block-1

UNIT 1 STERILE SUPPLY SERVICES IN HOSPITALS

- 1.1 Definition and Scope of Service
- 1.2 Aims and Objectives of CSSD
- 1.3 Planning and Design Consideration
- 1.4 Sterilization Process
- 1.5 Operational Considerations
- 1.6 Monitoring and Performance Evaluation
- 1.7 Managerial Considerations

UNIT 2 GUIDELINES FOR WASTE DISPOSAL IN HOSPITAL

- 2.1 Hospital Waste
- 2.2 Rationale for Waste Disposal
- 2.3 Demonstration of Waste Generation
- 2.4 Demonstration of Safe Disposal
- 2.5 Education, Training and Safety Measures

UNIT 3 GUIDELINES FOR DISASTER MANAGEMENT MANUAL

- 3.1 Stages of Disaster
- 3.2 Disaster Manual
- 3.3 Activity

UNIT 4 FIRE MANUAL GUIDELINES

- 4.1 Types of Grades of Fire
- 4.2 Elements of Fire Safety
- 4.3 Fire Safety Training
- 4.4 General Instructions
- 4.5 Do's and Don'ts for Electrical Fire Prevention
- 4.6 Action to be taken in Case of Fire in a Hospital
- 4.7 Procedure after Fire Alarm
- 4.8 What to do in Case of Fire in Non-patient Buildings
- 4.9 Evacuation Plan in the Event of Fire
- 4.10 Checklist for Fire Preparedness

Block-2

UNIT 1 MORTUARY SERVICES

- Role and Functions
- Planning Considerations
 - Location
 - Size
 - Number of Rooms and Layout

- Space Required
- Physical Facilities
- Equipment
- Staffing
- Policies and Procedures
- Monitoring

UNIT 2 TRANSPORTATION SYSTEM-AMBULANCE SERVICES

- Patient Transportation System-General
- Development of Ambulance Services
- Aim and Objective of Ambulance Services and Definition of Ambulance
- Role and Function of Ambulance Services
- Transportation of Patients, Staff and Visitors
- Classification and Types of Ambulances
 - Surface Ambulance
 - Helicopter Ambulance
 - Flying Ambulance (Ambulance Aircraft)
 - Ambulance Trains
 - Centralized Accident and Trauma Services
- Design, Staffing Pattern and Equipment of an Ambulance
 - Design
 - Scale of Authorization of Ambulance
 - Staffing Pattern of Ambulance
 - Equipping of Ambulances
- Administration of Ambulance Services : Policies and Procedures
- Ambulance Services Department
 - Physical Facilities
 - Training of Staff
 - Communication System in Ambulances
- Ambulance and Emergency Care Services of Developed Countries
 - France
 - Soviet System of Emergency Transportation
 - Japan
 - Israel
 - Australia
 - United Kingdom
 - West Germany
- State of Ambulance Services in the Country
 - Report of the Health Survey and Planning Committee, 161 (Mudaliar Committee)
 - Report of the Hospital Review Committee on Delhi Hospital, 1968 (K.N. Rao. Committee)
 - Primary Health Care and Integration of Ambulance Services

UNIT 3 SANITATION & WASTE MANAGEMENT

- Importance of Hospital Waste Management
- Types of Hospital Waste
- Implication of Hospital Waste
 - On Hospital Employee

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