

DR. BABASAHEB AMBEDKAR MARATHWADA UNIVERSITY**CIRCULAR /SU/PGDHAM/32/2023**

It is hereby inform to all concerned that, on the recommendation of the Dean, Faculty of Commerce & Management; the Hon'ble Vice-Chancellor has accepted the **"Curriculum of Post Graduate Diploma in Hospital Administration and Management (PGDHAM)"** under the Faculty of Commerce & Management in his emergency powers under Section-12(7) & 12(8) of the Maharashtra Public Universities Act, 2016 on behalf of the Academic Council.

This is effective from the Academic Year 2023-24 and Onwards as per appended herewith.

All concerned are requested to note the contents of this circular and bring notice to the students, teachers and staff for their information and necessary action.

University Campus,
Aurangabad-431 004.

REF.NO. SU/PGDHAM/2023-24/13383-92

Date:- 08-09-2023.

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*Deputy Registrar,
Academic Section
Syllabus unit.*

Copy forwarded with compliments to :-

- 1] **The Head, Dept. of Management Science,
Dr. Babasaheb Ambedkar Marathwada University.**
- 2] The Director, University Network & Information Centre, UNIC, with **a request to upload this Circular on University Website.**

Copy to :-

- 1] The Director, Board of Examination & Evaluation,
- 2] **The Section Officer, [B.Com. Unit] Examination Branch,**
- 3] The Section officer, [Eligibility Unit],
- 4] **The Programmer [Computer Unit-1] Examinations,**
- 5] **The Programmer [Computer Unit-2] Examinations,**
- 6] The In-charge, [E-Suvidha Kendra], Rajarshi Shahu Maharaj Pariksha Bhavan, Dr. Babasaheb Ambekar Marathwada University.
- 7] The Public Relation Officer,
- 8] The Record Keeper.

DR. BABASAHEB AMBEDKAR MARATHWADA UNIVERSITY,
AURANGABAD-431 004 Maharashtra (India)

Department of Management Science

NAAC Re- Accredited 'A'

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AURANGABAD - 431 004
(Maharashtra) INDIA



Dr. Mohd. Farooque Khan
Director

Ref No Mgt Sci 23-24-134

Date:-31/8/2023

To,
The Deputy Registrar,
Syllabus Section
Dr Babasaheb Ambedkar Marathwada University
Aurangabad.



Subject: - Submission of Revised syllabus of PGDHAM 2023-2024.

Sir,

With reference to the above mentioned subject, I am submitting herewith the revised syllabus of PGDHAM 2023-2024 for your kind consideration.

This is for your information and further processing in the said matter.




Dr. Mohd. Farooque Khan
Director

Enclosure : 1) Copy of the Syllabus -PGDHAM.
2) Minutes of Departmental Committee

Dr. Syllabus
31/8/23
Smt. Bhishmi
Atr

**DR. BABASAHEB AMBEDKAR
MARATHWADA UNIVERSITY,
AURANGABAD.**



Curriculum of
POST GRADUATE DIPLOMA IN
HOSPITAL ADMINISTRATION AND
MANAGEMENT
[PGDHAM]
I TO IIND SEMESTER
APPLICABLE FOR DEPARTMENT

[Effective from the Academic Year 2023-24 & onwards]



REGULATIONS SPECIFIC TO

**POST GRADUATE DIPLOMA IN HOSPITAL
ADMINISTRATION AND MANAGEMENT
(PGDHAM)**

IN

**UNIVERSITY DEPARTMENT OF
MANAGEMENT SCIENCE**



**Dr. Babasaheb Ambedkar Marathwada
University, Aurangabad.**

2023-24

Dr. Babasaheb Ambedkar Marathwada University, Aurangabad

[Handwritten signatures]



Department of Management Science,
P.G DIPLOMA IN HOSPITAL ADMINISTRATION AND MANAGEMENT
(PGDHAM)

(Choice based credit system)

Rules and Regulations

Eligibility and Selection Criteria

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

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

Duration

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

Admission/Promotion Criteria

If candidate gets selected for UDMS PGDHAM course through CET admission process, he/she have to apply on the application form of the University provided with the prospectus. Once the candidate is admitted to the PGDHAM course, he/she will be promoted to next semester with full carryon; subject to the registration of candidate in every consecutive semester. 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 PGDHAM course from the date of first registration at UDMS. The admission of concern candidate will automatically get cancelled if he/she fails to complete the course in maximum period. (Two years)

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



Credits and Degrees

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

Courses

- i. Core Course: A core course is course that a candidate admitted to particular P.G. Diploma programme must successfully complete to receive the degree.
- ii. Core course shall have lectures, both in Online or Offline mode with tutorials/laboratory of field work/ seminar/practical training/assignments/ 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.
MANA401 Principles and Practice of Management In Hospitals
Here, **MAN** means Management Science
 A means PGDHAM course
 401 means Subject Code
- iv. The departmental committee shall design the core courses including the detailed syllabus for this PGDHAM programme offered by the department. The department committee shall have the freedom to introduce new courses and / or to modify / redesign existing courses and replace any existing course with a new course to facilitate better exposure and training for the candidates.
- v. **Attendance:** A student must have 75% of attendance in each Core Course for appearing the examination. In the event of Non-Compliance of Attendance criteria(75%), students will have to seek admission next Semester so as to complete the course. However Student having 65% attendance with Medical Certificate can apply to the H.O.D. for condonation of attendance.

Departmental Committee

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



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

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

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



Evaluation Scheme

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

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 IIInd 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

PGDHAM- I semester

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

PGDHAM-II semester

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



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

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First Semester

Subject Title:

**PRINCIPLES AND PRACTICE OF MANAGEMENT IN HOSPITALS
And Strategic Management.**

Subject Ref. No.:

MANA401

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:

Evolution of Management. Nature, scope and concept of management, management and its relevance in hospital management, Patient centric management. Patient care Management and feedback system. Skills and role of managers in hospitals, Hospital Management - Scope front office, OPD, Wards, HR, Security, Public relations,

Unit-II

Planning: Meaning, and nature of Planning, constraints of planning process, Typology of plans, Forecasting, MBO- Significance and process;

Unit-III

Decision Making: (Decision making Process and Methods)

Unit-IV

Organising: Definition; Principles Departmentation
Delegation of authority, Centralisation and decentralization chart;

Unit-V

Hospital Accreditation - Importance, Benefits, Methods.
NABH, ISO etc.

Patient Insurance - Cash less Reimbursement, National Insurance scheme for patients' reimbursement, Attachment with companies, central government and different organizations for all health coverage



Text Books:

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

Additional Reference Books:

- 1) Agarwal RD-Organisation & Management.
- 2) RS Davar-Management Process.



Subject Title:	ORGANIZATIONAL BEHAVIOUR
Subject Ref. No.:	MANA402
No. of credits:	4
No of periods /week.	4
Assignments/ sessions	20%
Semester Exam:	80%
Course Objectives:	

Unit-I

- Introduction to Organizational Behaviour, its significance and perspectives

Unit-II

- Understanding and managing individual behaviour
- Perceptions, Values, Attitude, Learning, Work Motivation, Individual decision making and problem solving.
- Major Components of organizational behaviour – Personality development, Leadership, Co-operation and Conflict

Unit-III

- Understanding and managing group processes Interpersonal and group dynamics application Role and significance of emotional intelligence in organizations.
- Definition – types of groups - theories of group formation –
- Formal and Informal Groups – problems of informal groups

Unit-IV

- Communication, Group decision making, Leadership and influence Process.
- Motivation: Definition, Importance, Motives – Characteristics, Classification of motives
- Primary & Secondary motives – nature of motivation – importance of motivation
- Theories & Techniques of motivation

Unit-V

- Understanding, and managing Organizational System, Organizational design and Structure.
- Work Stress.
- Group Dynamics Consequences of stress – Managing stress - coping strategies for stress – Individual and Stress management: Definition - Causes – nature of stress – Sources of 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, Dilip, "Emotional Intelligence at work Response Books ", Sage publications, DILHI, 2001.
- 2) Koontz H. and Weachirch H., "Management" 10th ed., New York Mc GRAW Hill, 1995

Subject Title:	Human Resource management
Subject Ref No:	MANA403
No of credits:	4
No of periods/week:	4
Assignments/ sessions	20%
Semester Exam:	80%

Unit-I

Fundamentals:

- Introduction to HRM,
- Objective and function of HRM,
- Hospital Need assessment-Human resource planning, creation of existing post if new post and abolition of not required

Unit-II

Employment

- Recruitment and selection –appointment of doctors; Full-time, Part-Time, Visiting, on-salary-Basis-as a partner-as a shareholder.
- Appointment of other staff: on –salary basis, on-outsourcing basis.

Unit-III

Human resource Development:

- Induction
- Training of development

Unit-IV

Performance Appraisal:

- Promotion, Demotion, Job transfer, Employee Retention and retrenchment
- Procedure of removal of employee
- Wages and salary administration-Pay Fixation, compensation

Unit-V

Employee Engagement:

- Employee Health and safety,
- Employee Welfare
- Employee relations
- Work Life Balance
- **Text Books:** 1) Aswathappa K Human Resources and Personnel Management Tata- McGraw Hill New Delhi, 1997
- 2) Monappa, A & Saiyadain M. Personnel Management 2nd ed. New Delhi, Tata McGraw-Hill, 1966.
- **Additional Reference Books:**
- 1 De Cenzo, D A & Robbins S P Human Resource Management. 5th ed, New York, John Wiley, 1994.
- 2 Stone Lloyd and Leslie W Rue, Human Resource and Personnel Management Richard D Irwin, Illinois 1984.
- 3 Subba Rao-Human Resource Management

Subject Title: MARKETING OF HEALTH CARE SERVICES

Subject Ref. No. MANA404

No. of credits: 4

No of periods /week. 4

Assignments/ sessions 20%

Semester Exam: 80%

Course Objectives:

Pre-requisites:

Unit-I

Fundamentals of Marketing: Nature, Scope & Concepts of marketing, marketing services Role of marketing in health care organization. Marketing management and strategic planning
Consumer behaviour and its relevance. Emerging trends in marketing.

Unit-II

Marketing Organisation: Marketing information and research. Marketing planning and control Marketing measurement and forecasting Market segmentation and targeting
Medical Tourism Industrial Attachments, Insurance Attachments TPA

Unit-III

Analysing Marketing Opportunities: Determining health needs. Defining the needs of health services. Use Current and future utilization of health services. Consumer analysis, marketing of services

Unit-IV

Planning the Marketing Mix: Marketing in nonprofit organizations. Product decisions. Price decisions. Distribution decisions.

Unit-V

Supporting the Marketing Effort:

- Advertising Decision, Advertising objectives and Branding -
- Developing advertising and Sales Promotion
- Marketing promotional activities with Marketing medical ethics
- Role of Media in Advertising – Digital Marketing, website marketing, App formation, enrolment with agencies giving information and appointments as call me
- Social marketing as face book,
- Educational cum advertising U Tube channels.
- Outreach programmes

Text Books

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

Additional Reference Books

- 1 Ramaswamy. V S and Namakumari, S. Marketing Management Planning Control New Delhi, Macmillan 1990.

2 Station William, J Fundamentals of Marketing, New York, McGraw Hill 1994

3. Nelamegham, S. Marketing In India Cases and Readings. New Delhi,Vikas, 1988



Subject Title:	QUALITY MANAGEMENT
Subject Ref. No.:	MANA405
No. of credits:	4
No of periods /week.	4
Assignments/ sessions	20%
Semester Exam:	80%
Course Objectives:	

Pre-requisites: **Unit-I**

Evolution of the Quality Movement: Definition, Quality Assurance, Total Quality Management, Continuous Quality Improvement, Barriers to TQM implementation

Unit-II

Need for Quality management Initiatives in Health Care,
Quality Management of Diagnostic Facilities
Concepts, Benefits

Unit-III

Tools for the quality Management: Improvement techniques.
Planning techniques. Measurement techniques.

Unit-IV

Benchmarking for Quality Standards:

Introduction, meaning, objectives, types, process, benefits and pitfalls

Importance as regards patient satisfaction

Various accreditations as ISO 9000 series; NABH, NABL JCI, BIS).

Unit-V

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

Text Books:

1). Adam, EE & Ebert, RJ Production and Operations Management 6 ed New Delhi, Prentice Hall of India, 1995.

Additional Reference Books:

1. Dilworth, James B Operations Management Design Planning and Control for Manufacturing & Services Singapore, McGraw Hill, 1992
2. Chary, SN. Production and Operations Management New Delhi, Tata McGraw Hill, 1989.




Second Semester

Subject Title:	LAWS RELATED TO HOSPITALS
Subject Ref. No:	MANA406
No of credits:	4
No of periods /week:	4
Assignments/ sessions:	20%
Semester Exam:	80%
Course Objectives:	

Pre-requisites:

Unit-I

Introduction - Legal processes and procedures related to hospitals in Police stations and Courts. Legal terminology. Basic understanding of Criminal Law, Civil Law (Law of Torts), Law of Contract, Law of Evidence, Maintenance of patient related Hospital records, Consent forms, Trust Laws, Commercial Law, Consumer Protection Act 2019, Medical negligence. Legal issue in death cases

Unit-II

Laws Related to Medical Practices: Transplantation of Human Organs Act 1994, Medical Termination of pregnancy Act, Prenatal Diagnostic tests Act, Registration of Births and Deaths Act.

Unit-III

Regulatory Framework of Hospitals: Nursing Home Registration Act, Indian Medical Council Act 1956-79, Homoeopathic Medical Council Act 1989, Nursing Council Act, Physiotherapy Council Act, State Medical Council Act 1959, Maharashtra Medical Practices Act, Registration of Biomedical Waste Management Act, Legal compliances for hospitals

Unit-IV

Legal Concerns of a Hospital Administrator: Medico Legal Consultant. Conducting a departmental enquiry of thefts or any incidence in a hospital, Handling of mass disasters and Mass casualties

Unit-V

Case study: Analysis and discussion of landmark legal cases involving hospitals,

Text Books

Additional Reference

Books :

Legal Aspects in Ophthalmology by Dr. Deshpande A.A. " , which is available on Google



Subject Title:	INFORMATION RESOURCE MANAGEMENT
Subject Ref. No.:	MANA407
No. of credits:	4
No of periods /week:	4
Assignments/ sessions:	20%
Semester Exam:	80%
Course Objectives:	

Pre-requisites

Unit-I

Introduction: Concept of Information as a resource
Understanding the principles of information systems.
Application of Computer in hospitals
Computer programme and operating system
Data Based Concept. The Electronic Health Record
Advantages and Disadvantages of the electronic record
Optically scanned records

Unit-II

Classification of Information systems in Hospitals
Telemedicine and Telehealth systems of hospital
Advantages and Barriers of telemedicine.

Unit-III

Managing Hospital Information Systems: Setting strategic objectives for information systems organising an information systems department. Education activity as a marketing and publicity activity

Unit-IV

Securing the Information, Importance of security and confidentiality,
Privacy and confidentiality,
Role of AI in Healthcare,

Unit-V

Role of information Technology in Hospitals
Role of Information technology in Information processing.
Role of communication managing hospital information systems.
Electronic Communications with different departments, billing system, report communication. Communication with patients.




Subject Title: FINANCIAL MANAGEMENT OF HOSPITALS
Subject Ref No: MANA408
No. of credits: 4
No of periods /week: 4
Assignments/ sessions: 20%
Semester Exam: 80%
Course Objectives

Pre-requisites

Unit-I

Hospital Economics: Meaning – Nature and scope of Hospital Economics
Management of Working Capital – Significance and types of Working Capital
Operating Cycle Period and Estimation of Working Capital Requirements –
Sources of Working capital

Unit-II

Accounting concepts and application, Understanding cost and their behaviour
Depreciation – Causes – Methods of Calculating Depreciation
Budgeting – Revenue and Capital Budgeting, Cash Budgeting

Unit-III

Hospital sector financial and expenditure surveys, Primary care Cost, resource availability
Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios –

Unit-IV

Financial management in health services, budgetary control, pricing and efficiency
Funds and Cash Flow Analysis – Cash from Operation and other sources –
Preparation of Cash Flow Statement

Unit-V

Inventory Management and Risk Management in Hospitals
Profit Analysis: Nature of profit. Profit planning. Break Even Analysis –
Concepts, uses and limitation. Profit forecasting

Text Books:

- 1 Carin G. Economics Evaluation of Health in Developing Countries, 1983, Oxford University Press, New York
- 2 Cleverley WD .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. Ferrer HP ed., Health Services Administration, Research pond Management
1972 Butter Worth's, London
3. Fermat D. Strategies for paying Health Services in developing countries,
1984, World Bank, Washington DC
- 4 Field stein, PG, Health Care Economics' 1979, John Wiley, New York.

P

W

Subject Title: **ORGANIZATION AND ADMINISTRATION OF SUPPORT SERVICES**

Subject Ref. No. MANA409

No. of credits: 4

No of periods /week: 4

Assignments/ sessions: 20%

Semester Exam: 80%

Course Objectives

Pre-requisites:

Unit-1

Introduction: Role of supportive services in the hospital services system
Approaches to organisation supportive services for hospitals of different types, beds, specialties, sizes, scopes and ownership. Out sourcing or contracting of supportive services

Unit-II

Planning and Management of Supportive Service Departments A study of the principles and practices of functional planning, design, organization, layout, management and evaluation of the supportive and administrative services in different kind of hospitals

Unit-III

Front office that is OPD section, reception, sanitary block, admissions and billing, banking services: ambulance; Security services. Concealing room,

Unit-IV

Stores-medical stores, general stores, supportive services as Pathology Lab, Blood bank, Physiotherapy. The Imaging centres as sonography, CT scan, MRI, Pets scan and such investigation and treatment units having radiation should be located preferably in underground

Unit-V

Public areas and staff facilities- entrance and lobby area; public convenience services as waiting area, VIP room, Canteen
- Administrative services- executive, finance and accounts department, computers, servers, information management department and marketing, Human resources department, should be away from common approach

Subject Title: ORGANIZATION AND ADMINISTRATION OF CLINICAL SERVICE
Subject Ref No: MANA410
No of credits: 4
No of periods/week: 4
Assignments/ sessions 20%
Semester Exam: 80%
Course Objectives

Pre-requisites

Unit-1

Organisation of Clinical Services: Role of clinical services in the hospital services system. Approaches to organising clinical services for hospitals of different sizes Scope and ownership. Contracting and out sourcing of Clinical Services

Unit-II

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

Unit-III

Day-care and Ambulatory Services: Outpatient Services, Casualty and Emergency Services. Day care.

Diagnostic Services: Clinical laboratories. Blood Bank Diagnostics radiology Radiation therapy Nuclear Medicine Diagnostic endoscopy. Neuro Lab, Cardiac, Pulmonary, urology and nephrology, and other special departments according to type and speciality of hospital

Unit-IV

Therapeutic Services: Surgical facilities-operation Theatre Labour and delivery suites. Non-invasive cardiology, DSA Endoscopy Pulmonary medicine General Specialty services- obstetrics and gynaecology, paediatrics, orthopaedics, ICU, NICU, ICCU and special departments.

Nursing services: General and special nursing units Ward management Isolation facilities. Rehabilitative Services Speech and hearing therapy

Unit-V

Professional Staff Management: Selection of consultants. Management of junior doctors Management of paramedical staff, nursing service administration.

