

Postgraduate Diploma in Hospital Administration and Management

Objectives

- To train medical and non-medical graduates in the field of Hospital Administration and Management to meet the growing demand of Hospital Administration.
- To prepare graduates for consultancy & managerial position in hospitals and healthcare organizations by imparting basic knowledge& skills of modern management.

Eligibility for the Course

- A postgraduate or graduate in bioscience/life sciences (with any of the following subjects: Botany, Zoology, Biochemistry, Microbiology, Genetics, Biotechnology)
- A postgraduate or graduate with biology as a subject.
- A postgraduate of graduate in Marketing.
- A postgraduate of graduate in Medicine (MBBS/BDS/BAMS)
- A graduate or equivalent degree/diploma in Nursing and allied sciences (physiotherapy).
- A graduate or equivalent degree/diploma with basic computer operations course.
- Any graduate with minimum 50% marks and basic knowledge of computer operation.

Duration

- The duration of the programme is one year divided into two semesters.

Intake Capacity

- 30 students per year

Curriculum

- Curriculum is divided into 8 modules: (4 modules per semester).
- Each module carries 10 credits and 40 contact hours.

Modules

1. Management principles, Process and Organizational Behavior
2. Financial Management & Management Accounting
3. Clinical Services Organization and Management
4. Hospital Support Service
5. Hospital Organization and Structural & Business Plan
6. Hospital Infection Control & Biomedical Waste Management
7. Applications of IT & Legal aspects of healthcare.
 - a. Computer Basics
 - b. Legal and Ethics
8. Elective Modules (Any one amongst the three):
 - a. HR Management
 - b. Marketing Management
 - c. Business Management

Details of Syllabus in Each Module

Module 1: Management principles, Process and Organizational Behavior

Section I Management principles, Process

- Introduction – Meaning & Nature of Management, an overview of Management Process, roles and responsibilities of a professional manager, managerial levels, managerial skills. Managerial functions: planning, organizing, directing, controlling.
- Evaluation of Management Theory – History and growth of various management approaches, contribution of management thinkers: F.W.Taylor, Henry Fayol, Elton Mayo traditional management vs modern healthcare management, healthcare management as a profession, modern management concept and its implication in the healthcare sector.
- Organization structure & process – organizational climate and managerial ethos, organizational structure and design, centralization and decentralization, delegation and interdepartmental coordination, managerial communication.
- Decision Making – organizational decision context of decisions, decision making environments, decision making models, process and techniques, MBO.

Section II Organizational Behavior

- Introduction to OB – Definition, importance, scope of OB, Fundamental concepts of OB, modules of OB.
- Behavioral Dynamics – Individual determinants of OB: perceptions, learning, personality, attitudes and values, motivation, job anxiety and stress.
- Interactive aspects of OB – analyzing inter-personal relations, Group & team dynamics, management of conflicts, management of change, leadership styles and influence process.
- Cause – all topics in organizational behaviour should be converted with the help of case studies.

Reference Books:

- S.P.Robbins: Organizational Behavior, Prentice Hall,
- Fred Luthans: Organizational Behavior, McGraw Hill.
- J.W.Newstrom & K.Davis: Organizational Behavior, McGraw Hill.
- Archana Tyagi: Organizational Behavior, Excell Books.
- Madhukar Shukla: Understanding Organizations – Organizational Theory & Practice in India Prentice Hall
- Borkowski - Organizational Behavior in Health Care, 2005.

Module 2: Financial Management & Management Accounting

- Introduction to Financial Accounting – meaning definition of accounting. Parties, users interested in accounting, understanding basics accounting terminologies, rules of accounting.
- Meaning of journal, writing journal entries, posting ledger, trial balance, preparation of trading and profit and loss account and Balance Sheet.
- Elements of cost, break-even analysis, types of budget and flexible vs. fixed budget, operating and financial budgets.
- Concepts of finance: long term, short term finance, term loans, other sources of finance, working capital management. Inventory management and account receivables management, cash management.

Reference Books:

- Van Horne and Wachowicz: Fundamentals of Financial Management, Prentice Hall / Person Education.
- Brealey and Myers: Principals of Corporate Finance, Tata McGraw Hill.
- McMenamin, Financial Management, OUP
- Brigham, Financial Management, 10th Edition, Thomson Learning.
- Ramachandran, Accounting & Financial Management for MCA & MBA students, Scitech.
- Prasanna Chandra: Financial Management – Theory & Practice, Tata McGraw Hill.
- Lasher, Practical Financial Management, 4th Edition, Thomson Learning.
- I.M Pandey : Financial Management, Vikas.
- A.P. Rao, Case & problemson Financial Management, EPH
- Damodaran : Corporate Finance, Wiley.
- Finkler – Accounting Fundamentals for Health Care Management. 2006.

Module 3: Clinical Services Organization and Management

- **Organization of Clinical Services**
 - Role of clinical services in the hospital services system.
 - Approaches to organizing clinical services for hospitals of different sizes, scope and ownership.
 - Composition and role of clinical committees – infection Control Committee, Ethics Committee, Death Review Committee, Committee on Re-use of Consumables, Clinical Performance Committee Contracting of clinical services.
- **Planning and Management of Clinical Service Departments**
 - Daycare, Outpatient Department, Accident & Emergency department.

- Diagnostic Services: Classic laboratories.
- Blood bank, Diagnostic Radiology, Radiation therapy, Nuclear medicine, Diagnostic endoscopy, Neuro Lab,
- Therapeutic Services: Surgical facilities – Operation Theatre, Labor and delivery suites, Non-invasive Cardiology, Cardiac catheterization laboratory, DSA, Endoscopy, Pulmonary medicine.
- Speciality services: obstetrics and gynaecology, paediatrics, orthopaedics, Dental services, Psychiatry services.
- ICU, NICU, PICU
- Nursing Services: General and special nursing units, ward management, Isolation facilities, Intensive care units, Nurseries, Rehabilitative Services: Physical medicine and rehabilitation, physical therapy, long term care.
- Occupational therapy, Speech and hearing therapy, Recreational therapy.
- ***Professional Staff Management***
 - Selection of consultants, Delineation of clinical privileges, management of junior doctors, management of paramedical staff, nursing services administration, evaluation of clinical performance – peer group reviews.

Reference Books:

- Goel – Hospital Core Services
- Goel – Hospital Preventive & Promotive Services, 2004
- Barnson, J.C and Lennox. M. Hostel and Hospital Housekeeping. Gerig Thomas.

Module 4: Hospital Support Service

- ***Support Services***
 - CSSD
 - Nosocomial infection and hospital-acquired infection control committee
 - Nursing Services
 - Laundry services
 - Security services (General & Other like fire, gas etc.)
 - Transportation Services (External & Internal)
 - Mortuary (Preservation, transportation & religious formalities)
 - Kitchen services & food safety

- Housekeeping
- Contracts Administration – Model contract for different services i.e. Laundry, Dietary, Dispensary, Security and Ambulance services.
- Logistics Management in Healthcare Units and Storage & Distribution
- Pharmacy
- Healthcare Insurance.

Module 5: Hospital Organization and Structural & Business Plan

□ Section I: Hospital Organization

- Operative Planning – Characteristics, Objective goal, strategic and long term planning. Hospital Utilization & its evaluation.
- Managerial style, Importance of strategic leadership and organizational environment in health care
- The function, responsibility and role of Governing body, Chief Executive (Administrator) and Medical Staff and relationship among them, system policy procedure.
- Use of modern tools and techniques for improvement of operational efficiency. Emerging Trend in Health Care.
- Organizational Performance, Assessment of strengths and weakness, strategic thinking and preparation of long term plan.
- Analysis of organization structure, role analysis, role clarity, system of accountability, organizational dynamics.
- Operational and management control in health care, Management by objectives.
- Continuous quality improvement, defining standards, use of advanced quality management techniques.
- Managed Care / Health Maintenance Organization. (H.M.O + W.H.O recommendations)

□ Section I: Hospital Planning

- To understand all aspects of planning and commissioning of different types of hospital includes speciality hospitals and project management.
- Site surveys for planning a hospital (Techno-Commercial)
- Hospital building, architectural patterns, landscaping, Internal arrangements, sanitation lighting, ventilation and traffic control, radiological health; accidental injury prevention programme; occupational health solid waste management; hospital safety programmes; bomb threat; alarm system; code blue procedures.
- Planning of speciality hospital and super speciality hospital.

- Project cost and total budget: feasibility and viability study of Hospital.
- Project conceptualization, functional requirements. Implementation.
- Electrical system; water supply and sanitary system; air – conditioning and fresh air system (HVAC); fire protection system; centralized medical gas system; telecommunication system; transportation system; illumination.
- Environmental Control and Safety: General environmental control; infection control
- Additional/alteration of existing hospitals
- Equipment management: hospital equipment control system; selection and maintenance of equipment; instrumentation evaluation; instrument control; preventive maintenance programme.
- Principles of Hospital Administration. Owen J.K.
- Modern concepts of Hospital Administration. Rowland, H.S. & Rowland B.L
- Hospitals and Nursing Names planning, organizations and Management. Tabish, 2003
- The Architecture of Hospitals Abram de swan, Charles Jencks, Stephen Verderber, Aaron Betsky, Cor Wagenaar, Softbound, Turtleback, ISBN 9056624644
- The Architecture of Medical Imaging: Designing Healthcare Facilities for Advanced Radiological Diagnostic and therapeutic Techniques Bill Rostenberg, AIA, ISBN 0471716618.

Module 6: Hospital Infection Control & Biomedical Waste Management

- ***Hospital Infection Control***
 - Transmission and prevention of infection
 - Standard precautions and blood-borne viruses
 - Surveillance and quality system
 - Storage and handling of sterile stock
 - Food handling of sterile stock
 - Food handling and hygiene
 - Environmental cleaning
 - Disinfectant

□ ***Biomedical Waste Management***

- To understand the significance of nosocomial infections, biomedical waste and its proper disposal.
- BMW – Segregation, collection, transportation, disposal
- Liquid BMW, Radioactive waste, Metals/Chemicals/Drug waste

□ ***BMW Management & methods of disinfection***

- Modern technology for handling BMW
- Monitoring & controlling of cross infection (Protective devices)
- BMW from Administrative point (Budget, Health check-up, Insurance)

Reference Books:

- Prevention of hospital-acquired infection, WHO, 2003.
- Ayliff- Control of hospital infection, 2004.
- Fredman – Infection Control in Ambulatory Care, 2004.
- Charney – Handbook of Modern Hospitals Safety.
- Stewart – Weapons of Mass Casualties and Terrorism Response Handbook, 2005.
- Novick – Public Health issues in Disaster preparedness, 2003.
- Muralidhar – Hospital Acquired Infections, 2006.

Module 7: Applications of IT & Legal aspects of healthcare

□ ***Computer Basics Management Information System***

- Understanding Information Technology Infrastructure: Hardware & Software understanding, Managing Data resources, Telecommunications & Networks, Internet & the new IT Infrastructure, electronic Business & electronic Commerce, M-commerce.
- The students will also learn theory and management applications of the following:
 - o Major commands for windows operation system
 - o Spreadsheet (MS Excel)
 - o Word processing (MS Word)
 - o Presentation Tool (MS – PowerPoint)
 - o DBMS (MS – Access)

- Introduction of ERP.

Reference Books:

- V. Rajaraman: Fundamentals of Computers, Prentice Hall.
- S.K.Basandra: Computers Today, Galgotia Books.
- J.Shelly & R.Hunt: Computer studies, wheeler publishers.
- Peter Norton: An Introduction to computers, Tata McGraw – Hill
- C. Xavier B Davis & Margrethe H Olson: Management Information Systems.
- Conceptual Foundations, Structure and Development, Tata Mcgraw-Hill
- Gordon B Davis & Margrethe H Olson: Management, Tata Mcgraw – Hill
- Kelkar, Management Information System, PHI
- Arora & Bhatia, Management Information System, Excel Books.
- Stair, Principles of Information System, 6th edition, Thomson Learning.

□ **Legal aspects of Healthcare**

□ ***Introduction to Law***

Source of law, Contract and antitrust, Purpose of contract, Types of contracts, Legality of object, Conditions, Remedies, Contracts of Adhesion, Employment contracts, Restraint of trade, Civil procedure and trial practice, Discovery and examination before trial, Memorandum of law, Evidence, Jury deliberation and determination, Damages, Appeals, Execution of judgments, Corporate liability, Authority of health care corporation, Duties of health care, corporations, Laws in Healthcare.

□ ***Information – Management***

Introduction, Managing information, Patient consent, Consent definition, Patient self, determination act, Proof of consent, Refusal of treatment, Statutory consent, Consent and judicial intervention, Defense and failure to inform, Legal reporting requirements, Child abuse, Communicable diseases, Births and deaths, Risk management and incident reporting.

□ ***Protection***

Issues of Protection, Circuit and district court decisions, wrongful birth, life, and conception, Patient rights and responsibilities, Patient rights, Admission, Discharge, Transfer, Patient bill of rights, Patient responsibilities, Patient Advocacy, Acquired immune deficiency syndrome, AIDS and health care workers, AIDS and the right to know, The right to treatment, News media and confidentiality, Negligence, Occupational safety and health act.

□ ***Ethics***

Health care ethics, Ethics committee, End of life issues, Organ donation, Malpractice insurance, Insurance policy, Liability of professional, Medical Liability Insurance, Self

insurance, Medical staff insurance coverage, Labour relations, Union and health care organization, Labour rights, Patients rights during labour disputes, Employment discipline and discharge, Public policy issues, Interference with employment activities, Fairness.

Reference Books:

- Morrison / Ethics in Health Administration, 2006.
- Ethical Challenges in the Management of Health Information, 2nd Edition Laurinda Harman, RHIA, 0nd Edition, ISBN 0763747327, Jones & Bartlett, 2006.
- Law of Contract – Avtar Singh
- Company Law - Avtar Singh
- Special Contracts - Avtar Singh
- Negotiable Instruments Act - Avtar Singh
- Business Law – K.R.Bulchandani
- Partnership Act - Avtar Singh
- Law of Consumer – Universal Publications
- Law and Medical Profession – Estern Law Book Co.
- Related Acts – Kamal Law Book House.

8. Elective Modules

- A. HR Management
- B. Marketing Management
- C. Business Communication

A. HR Management

- Overview of HR practice: Introduction, Importance, Evolution, difference between Personnel Management and HRM, difference between HRM & HRD, Strategic HRM, role of an HR Manager, functions of HRM, international HRM.

- Human Resource Planning: meaning, objectives, ERP process, methods of forecasting definition organizational units, jobs, positions and tasks.
- Recruitment and selection: creating vacancies, creating advertisements, data maintenance of applicants, monitoring status of applicants, working out requirement profiles, profile matching, selection of employees, transfer of applicant data to employee data.
- Personnel administration: creating master data, data maintenance of employees in info schedules, periodic work schedules, work schedule rule, defining expectations, configuring leave, absences, attendance, defining substitutions, availability, processing types, time recording, processing (line data) time evaluation.
- Payroll administration: defining payroll area, pay scale area types, pay scale structures, setting up pay scales and levels, wage types, configuring basic pay, recurring pay allowances and allowances, additional payments, running payroll.
- Benefits: creating benefit areas and configuring benefit plans, eligibility, costs and credits, maintaining benefit info types.
- Human Resource Development: concept of training & development models & succession models, creating & marketing training seminar and convention management, creating marketing business events, integration with components.
- HRIS: creating master data, personnel events, wiring, relocation, maintaining info types reports, optical archiving.

Reference Books:

- W.B. Werther & Keith Devis: Human Resource Management, McGraw Hill
- V.S.P. Rao: Human Resource Management, Excel Books
- Pattanayek, Human Resource Management, PHI
- E.A. Ramaswamy: Managing Human Resource, OUP
- Bohlander, Managing Human Resources, 13th edition Thomson Learning
- Maths, Human Resource Management, 10th edition, Thomson Learning
- S.Venkataratnam & B.K.Srivastava: Personnel Management and Human Resources Tata McGraw Hill
- Dessler, Human Resource Management, Person Education / PHI

B. Marketing Management

- **Introduction to Marketing:** Meaning, Nature and Scope of Marketing: Marketing Philosophies; Marketing Management Process; Concept of Marketing Mix; Market Analysis: Understanding Marketing Environment; Consumer and Organization Buyer Behavior; Market, Measurement; Market Segmentation, Targeting and Positioning.
- **Product Planning and Pricing:** Product Concept: Types of Products: Major Product Decisions; Brands concepts; importance and role, Product Life Cycle, New Product, Development process; Pricing Decisions; Determinants of price; Pricing Process, Policies and Strategies.
- **Promotion and Distribution decisions:** Communication Process, Promotion Tools Advertising, Personal Selling, Publicity and Sales Promotion; Distribution Channel Decisions – Types and Functions of Intermediaries, selection and Management of Intermediaries.
- **Marketing Organization and Control:** Emerging Trends and Issues in Marketing Consumerism, Rural Marketing, Social Marketing; Direct and Online Marketing; Green Marketing.
- **Introduction to Service Marketing:** Introduction, Nature and Characteristics of Services, Introduction to 7Ps of Services Marketing, Difference between services and tangible and non – tangible products, Conceptual Framework of Service marketing. Classification of services; Consumer versus Industrial Services.

Reference Books:

- Philip Kotler: Marketing Management: Prentice Hall / Person Education
- W.J. Stanton: Fundamentals of Marketing: Mc Graw Hill
- Palmer, Principles of marketing, OUP
- Czinkota, Marketing Management, Vikas
- B.K.Chatterjee, Marketing Management, Jaico
- Hoffman, Marketing Best Practices, 2nd edition, Thomson Learning
- W.Zikmund & M.D' Amico: Marketing: John Wiley & Sons
- Rajan Saxena: Marketing Management: Tata McGraw Hill
- Lamb, Marketing, 7th edition Thomson Learning
- V.S.Ramaswamy & S. Namankumari: Marketing Management: Macmillan

- J.C.Gandhi: Marketing: Tata McGraw Hill
- S.V. Patankar: Service Marketing: Himalaya
- W.D. Perreault & E.J.McCarthy: Basic Marketing: Tata McGraw Hill
- Zikmund, Marketing 7th edition, Thomson Learning
- Berkowitz – Essentials of health care marketing
- Zeithaml, Bitner, Gremler & Pandit – service Marketing, TMGH 4th edition
- Ramapal & Gupta – Essence of Service Marketing.

C. Business Communication

- Introduction: Importance, nature and role of business communication.
- Perceptions and realities: Different forms of communication and their importance including body language communication with colleagues including brainstorming facing interviews, group discussions.
- Verbal communication: with colleagues and client & telephonic conversation
- Written communication: Individual communication – letter and memos, group communication – circulars & notifications, report writing and presentation; writing curriculum vitae; Mass communication – newsletters, publicity handouts, instructions and manuals: electronic communication – fax, e-mail, internet and multimedia.
- Non-verbal communication
- Oral Communication: Legal communication, proposals, Agreements, MOU's & Negotiations; public speaking; handling the press; business etiquette

Reference Books:

- Asha Kaul: Effective Business Communication, Prentice Hall.
- S.Bahl: Business Communication Today, Response Books.
- J.V. Vilanilam : More Effective Communicatio, Response Books.
- J.A.Blundell & N.M.G Middle: Career – English for the Business and Commercial Work, Oxford university press.

- Alan Pease: Body language, Sudha Publication.
- Lloyd – Communication skill for Medicine
- Better Communication for Better Care: Mastering Physician – Administration Collaboration
Kenneth H. Cohn, MD, FACS, Softbound: 80 pages, ISBN: 156793238X, Health
Administration Press, March 2005.
- Beyond Persuasion: The Healthcare Manager's Guided to Strategic Communication Patrica
J.Persons, Softcover, 201 pp, ISBN 1567931529, Health Administration Press, June 2001

Examination

Total examination marks will be 200 (Part I and II, each of 100 marks).

Part I

Total credits: 100

- 8 modules: 10 credits for each module
- Project: 10 credits
- Logbook: 10 credits

Part II

Total credits: 100

- Internal Assessment: 40 credits
- Final Examination: 60 credits

Internal Assessment: Credits 100 (Scaled to 40 credits)

Attendance : 05 credits (minimum 80% attendance mandatory)

Assignment : 10 (5+5) class assignment & Home Assignment (Quiz, MCQ's, Viva)

Mid. Term test: 15 credits

Presentations: 10 credits

University Examination: Credits 100 (Scaled to 60 credits)

3 hrs Duration

Section I – Theory Questions – 60 credits

Three Long Answer Question (LAQ's): 15 credits each

Question Four will consist of short notes (3/5): 05 credits each

Section II – 40 credits

Each Question with 20 credits (2/3) – Case Study

Details regarding the project work

- The topic selection should be carried out by the candidate during the first three months of the course.
- The completed project should be submitted at the end of the second semester before final exams.
- The project report is to be evaluated bimonthly by the supervisor.

Details of the field work

- The field work will be for 4 hours per week.
- The field work should be recorded in the logbook and duly signed.

**Minimum percentage required for passing the course is 50%.*

**Minimum attendance compulsory for the student is 80 %.*