

काशी हिन्दू
विश्वविद्यालय



BANARAS HINDU
UNIVERSITY

An Institution of National Importance Established by The BANARAS HINDU UNIVERSITY ACT XVI of 1915

ORDINANCES GOVERNING

**ONE YEAR POST GRADUATE DIPLOMA IN HEALTH CARE
MANAGEMENT (PGDHCM)
(Session 2019-20 onwards)**

Offered by

INSTITUTE OF MANAGEMENT STUDIES



BANARAS HINDU UNIVERSITY

VARANASI

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PART - 1
ORDINANCES GOVERNING
ONE YEAR POST GRADUATE DIPLOMA IN HEALTH CARE MANAGEMENT
(PGDHCM)
(TWO SEMESTER PART-TIME)
(PGDHCM) DIPLOMA PROGRAMME
(Effective from 2019-20)

Under the powers conferred by Section 4A of the Banaras Hindu University Act 1915, as amended, and under the provision of Section 18 of this Act, the University hereby institutes the two semester programme for the Postgraduate Diploma in Business Management (PGDHCM) and makes the following ordinances governing admission, course of study, examinations and other matters relating to this Degree under the Institute of Management Studies of the Banaras Hindu University.

I. General Provisions

1. The programme of study leading to PGDHCM of Banaras Hindu University shall be of one year (Two semesters) duration and shall be basically for working professionals in Health Care Industry including BHU hospitals' Teachers, Officers and staffs. The programme shall have the status of special courses of study.
2. The intake to PGDHCM Programme shall be 30. The reservation in admission shall be as per rules.
3. The Programme of study leading to PGDHCM of the Banaras Hindu University shall be conducted in the Department of Management Studies under the Institute of Management Studies in the evening hours or during any such duration which would be appropriate.
4. The admission to PGDHCM programme shall be dealt with by the Director and Dean, Institute of Management Studies. The last date for the receipt of the application form shall be fixed by the Director and Dean of the institute.
5. The candidate seeking admission will have to apply on a prescribed format available from the University on payment of prescribed fee.
6. Candidates called for GD/PI shall be required to pay Rs.1000/- as processing fee. No Application Form shall be considered for admission unless it is complete in all respects including attested copies of the photographs of the candidates containing his/her signature thereon and all necessary documents are attached thereto, such as:
 - a) Attested copies of mark-sheets of all the examinations passed;
 - b) Certificate showing required experience / own entrepreneurial venture.
 - c) Certificate from an appropriate authority certifying that the candidate belongs to Scheduled Caste/Scheduled Tribe/OBC or that the candidate is Physically Challenged.
7. The provisional admission to the Programme shall be made in order of merit based on the candidate's performance in GD/PI and the academic record.
8. The completed Application Forms for registration at IM, BHU along with documents required under ordinance at above *point 6* shall be sent to the Controller of Examinations.

9. Provisional admission cannot be claimed by any applicant as a matter of right. The provisional admission or readmission of an applicant shall be entirely at the discretion of the Admission Committee, which may refuse to admit any candidate without assigning any reason thereof.
10. Provisional admission will be made strictly on combined merit and availability of seats on the date of admission and the mere fact that call letter has been issued shall not entitle a candidate to claim admission.
11. The candidate granted provisional admission shall deposit fee within the period prescribed by the Admission Committee failing which the admission shall stand cancelled.
12. Provisional admission of a candidate is liable to be cancelled at any time:
 - i) if it is detected that there is something against the candidate which would have prevented him/her from being admitted to the Programme.
 - ii) if the candidate is found at a later stage to have provided any false information, and /or
 - iii) if he/she has been punished for an act of gross misconduct, indiscipline or an act involving moral turpitude.
13. The candidates seeking admission to the programme are required to submit No Objection Certificate from the Employer OR Evidence indicating entrepreneurship of the candidate .
14. There shall be an Admission Committee for PGDHCM admission, constituted under the provisions of Ordinances and consisting of the Dean or his nominee and two senior-most members of the teaching staff of the Faculty and Course Coordinator. Admission shall be made in accordance with these ordinances and the rules made thereunder.

A. Eligibility:

- i) The candidate seeking admission to PGDHCM program must have a graduate degree in Bachelor of Public Health, MBBS / BDS / AYUSH / B Sc (Nursing) / B Pharm from recognized university.
- OR**
- ii) The candidate seeking admission to PGDHCM program may also have a Graduate Degree from a recognized Indian University or Equivalent degree from Foreign University in any other stream with preferably have three years or more experience in health care industry.

B. Intake & Reservations:

The intake to PGDHCM Programme shall be 30. The reservation in admission shall be as per rules.

Reservations:

SC Candidates	15 % of the intake
ST Candidates	7.5% of the intake
PC Candidates	5% of the intake (<i>on horizontal reservation basis</i>)
OBC Candidates	27% of the intake

- (a) The candidates seeking admission under the above categories must fulfill the minimum eligibility conditions and qualifying requirements.
- (b) The SC/ ST/OBC candidates must enclose attested copy of the caste certificate along with their Application Form stating that the candidate belongs to SC/ST/OBC Category.

The following are empowered to issue SC/ST/OBC Certificates:

- (I) District magistrate/ Additional District Magistrate/ Collector/ Deputy Commissioner/ Addl. Deputy Commissioner/Deputy Collector /1st Class Stipendiary Magistrate/City Magistrate/Sub Divisional magistrate/ Taluka Magistrate/ Executive Magistrate /Extra Assistant Commissioner.
 - (ii) Chief Presidency Magistrate/ Addl. Chief Presidency Magistrate/ Presidency Magistrate.
 - (iii) Revenue Officer not below the rank of Tehsildar.
 - (iv) Sub-Divisional Officer of the area where the candidate and/or his family normally resides.
 - (v) Administrator/Secretary to the Administrator/ Development Officer (Lakshadweep Islands).
 - (vi) Candidate must note that certificate from any other person/authority shall not be accepted in any case.
- (c) 5% seats shall be reserved for Physically Challenged Candidates: (a) blindness and low vision; (1%) + (b) deaf and hard of hearing; (1%) + (c) locomotor disability including cerebral palsy, leprosy cured, dwarfism, acid attack victims and muscular dystrophy; (1%) + (d) autism, intellectual disability, specific learning disability and mental illness; (1%) + (e) multiple disabilities from amongst persons under clauses (a) to (d) including deaf-blindness in the posts identified for each disabilities: (1%) (on horizontal reservation basis). Such candidates will have to submit a self attested copy of Disability Certificate issued by the CMO, District Hospital with the Application Form. However, he/she will be considered under PC category only after verification from the University Medical Board. Admit cards for admission shall be issued to such candidates only on production of the above-mentioned verification certificates from the Medical Board constituted by the University for the purpose.
- (d) Separate final merit list will be prepared for the candidates under each of the above categories.
 - (e) Vacant seats reserved for SC/ST/OBC candidates, if any, may be filled up as per rules.

C. Programme Fee

- a) The Programme will run as a Special Courses of Study.
- b) The special course fee per semester shall be Rs. 35000/-. As such the course fee for the entire programme shall be Rs. 70,000/- which may be deposited in two equal installments each of Rs. 35,000/-. In addition, the students shall be required to pay usual fees prescribed by the University.
- c) The candidate will have to deposit Rs. 35000/- at the time of provisional admission as first installment .The fee is to be paid through demand draft in favour of, **“The Registrar, Banaras Hindu University”** payable at Varanasi.
- d) The second installment of fee (Rs. 35,000/-) is to be paid before the commencement of second semester classes, failing which the students will not be registered in second semester.

D. Supernumerary Admissions

Admission of Foreign Nationals

Applications of foreign nationals nominated by the Government of India under scholarship schemes and self-financing Foreign Nationals shall be entertained for the aforesaid programme. They shall not be subject to the Entrance Test provided they have passed the equivalent qualifying examination and satisfy the minimum eligibility requirements with relaxation in maximum age for admission.

Reservation to the extent of 15% of the quota of seats in the programme, on supernumerary basis, for Foreign Nationals shall be made for admission provided the applications are routed through the office of International Students Advisor, BHU.

The International Students Advisor shall get examined the eligibility etc. of each applicant and shall issue the eligibility letter to the concerned foreign national, if found eligible. Further details of the process etc. shall be available from the office of the International Students Advisor, BHU, Varanasi, India.

Fee for the Foreign Nationals

Fee structure for all the candidates of Foreign Nationals will be as per the University directives.

II. ADMISSION PROCEDURE

1. Admission to PGDHCM programme shall be made in order of merit based on composite score of the past academic record and the performance in GD/PI.
2. Candidates fulfilling the minimum eligibility shall be called for GD /PI to be conducted by a board constituted for the purpose by the Admission Committee of the Deptt./Institute of Management Studies. Normally, four-times the number of seats in each category shall be called for GD/PI. The basis of determining the candidates to be called for GD/PI shall be the academic record of the candidates.
3. The GD/PI shall carry 60 marks (GD-30 marks; PI-30 Marks) and the past academic record together shall carry 40 marks.
4. The calculation of marks for past academic records shall be as follows:

Past Academic Record			
Course	60% and above	45% and above but less than 60%	Less than 45%
Post Graduate/Any other specialized course	10	06	02
Graduate	10	06	02
Intermediate	10	06	02
High School	10	06	02

5. The admission process may be reviewed as per need.

Notes:

1. Non-appearance of the candidate in any of Group Discussion and Interview on the scheduled date and time shall disqualify him/her for admission.
2. Mere appearance in the Group Discussion and Interview will not entitle a candidate to be considered for admission to the Programme unless he/she fulfils the eligibility conditions. Applicants must fully satisfy themselves about their eligibility before filling the application forms for the programme.

3. Provisional admission will be offered to the candidates in order of combined merit as mentioned above he/she secured, including reserved category seats as per their position in the Merit List, and the availability of seat in the programme on the date of admission.
4. In case there are more than one candidate securing equal ranks as obtained by the last candidate in order of merit in the list of candidates to be called for admission, the following inter-se ranking rules of the University will be applicable.

“In case the candidates have equal ranks then:

- (i) the candidate having secured higher marks in the qualifying examination is eligible;
 - (ii) In case the marks in the qualifying examination is also equal then the candidate senior in age shall be given preference”
5. In case any provisionally selected candidate fails to deposit the fee by the last date prescribed, his/her provisional admission shall be cancelled and the seat thus falling vacant shall be offered to the next candidate in order of merit under the specified category.
 6. Waitlisted candidate will be offered admissions strictly on the basis of ranking provided there is a vacancy in the Programme.

III. CONDUCT OF THE PROGRAMME

1. A candidate admitted to the PGDHCM Programme shall be permitted to appear at University Examinations only when he/she has been enrolled as a student of the Banaras Hindu University and has submitted the migration certificate and paid the Enrolment Fee prescribed hereinafter by the Ordinances. Such enrolled students shall be entitled to limited privileges as may be decided by the University
2. To qualify for the PGDHCM Programme, the candidate must earn the prescribed number of credit as contained in the Course structure / syllabus detailed herein after.
3. A student of the PGDHCM Programme shall not be permitted to seek admission concurrently to any other equivalent or higher degree or diploma examination in the University.
4. The maximum period allowed to complete the course will be normally TWO years. .
5. Inter-University Ordinances
 - i) Notwithstanding anything contained in these Ordinances a student who is qualified under the foregoing Ordinances for admission to the University, and who is a member of some other Indian University, shall not be admitted to the University or any constituent College/Faculty thereof without the production of:
 - a) A leaving or transfer certificate signed by the Principal of the last college attended and certifying to the satisfactory conduct of the student mentioning the highest examination he/she has passed, and
 - b) A certified copy of all the entries against his/her name in the Enrolment Register of the University if such a copy is obtainable.
 - ii) A student of some other Indian University shall in any case be admitted only at the beginning of the particular course which he/she proposes to take in the University.

IV. ATTENDANCE RULES

- (a) A student is required to have full, i.e., 100%, attendance and condonation upto 30% can be considered for specific cogent reasons. Out of this 30%, only 10% condonation will be permitted without taking any application from the student. Rest 20% condonation may be given by the Dean. Further, a student shall be deemed to have minimum percentage of attendance only if, apart from the above, he/she has attended at least 50% of the classes in each subject also. The cogent reasons for condonation are given below:
- (i) Participation in NCC/NSC/NSS Camps duly supported by certificate.
 - (ii) Participation in University or College Team Games or Interstate or Inter-University tournaments, duly supported by certificate from the Secretary of the University Sports Board or President of the College Athletic Association concerned.
 - (iii) Participation in Educational Excursions, which form a part of teaching in any subject conducted on working days duly certified by the Dean.
 - (iv) University Deputation for Youth Festival duly certified by the Dean.
 - (v) Prolonged illness duly certified by the Medical Officer or the Superintendent, S.S. Hospital, Banaras Hindu University or any other Registered Medical Practitioner, provided such certificate is submitted to the Dean, Institute of Management Studies in time.
 - (vi) **No relaxation beyond 30% shall be considered in any case.**
- (b) The attendance of a newly admitted candidate shall be counted from the date of his/her admission, or date of beginning of classes which ever is later, while in the case of promoted candidates, attendance shall be counted from the date on which respective class begins. However in case of promotion after declaration of results of supplementary examination (if any), the attendance will be counted from the date of admission in the respective case.
- (c) There shall be an Attendance Monitoring Committee in the Faculty under the Chairmanship of the Dean.

V. COURSE STRUCTURE AND SCHEME OF EXAMINATION OF PGDHCM PROGRAMME:

Candidates for the one-year PGDHCM Examination shall be examined in the following subjects in accordance with the syllabi or course prescribed in the following Ordinances.

1. Course Structure

The PGDHCM programme shall be of one year duration divided into two semesters. A student is required to offer compulsory courses of 40 credits in two semesters as per the details given below. Further, a student may also offer open electives of 4 credits each in 1st and 2nd Semester as optionals which will not be evaluated and maintenance of 80% attendance in the open electives will qualify the students to earn credits. While credits earned for open electives will be mentioned in the grade sheet, it shall not be accounted for CGPA/SGPA calculations. The various courses to be offered in these two semesters are given below.

Credit Scheme for the PGDHCM Programme

PGDHCM I-SEMESTER

A. Core Course			
Paper Code	Paper	Nature of the Course	Credit
PDHCM 101	Principles of Management & Organizational Behaviour	Core Course (No Choice)	3
PDHCM 102	Business Studies In Healthcare	Core Course (No Choice)	3
PDHCM 103	Hospital Administration Planning and Management	Core Course (No Choice)	3
PDHCM 104	Health Care Environment in India	Core Course (No Choice)	3
PDHCM 105	Health Management Information System	Core Course (No Choice)	3
PDHCM 106	Viva –voice	Core Course (No Choice)	2
		Total Credit	17

B. Open Choice (Audit Course)*			
Paper Code	Paper	Nature of the Course	Credit
BAC 001	BAC 001 Business Communication Skills for Health Care Management	Open Choice (Audit Course)*	2
BAC 002	BAC 002 Research Methods for Health Care Management	Open Choice (Audit Course)*	2

PGDHCM II-SEMESTER

A. Core Course			
Paper Code	Paper	Nature of the Course	Credit
PDHCM 201	Hospital Planning and Implementation	Core Course (No Choice)	3
PDHCM 202	Hospital Operations & Facility Management	Core Course (No Choice)	3
PDHCM 203	Financial and Risk Management in Health Care	Core Course (No Choice)	3
PDHCM 204	People Management in Health care	Core Course (No Choice)	3
PDHCM 205	Marketing of Health Care Services	Core Course (No Choice)	3
PDHCM 206	Project Report	Core Course (No Choice)	6
PDHCM 207	Comprehensive Viva-Voce	Core Course (No Choice)	2
		Total Credit	23

B. Open Choice (Audit Course)*			
Paper Code	Paper	Nature of the Course	Credit
BAC-003	Total Quality Management in Health Care	Open Choice (Audit Course)*	2
BAC-004	Social Entrepreneurship in Health Care	Open Choice (Audit Course)*	2

Minimum credit requirements for the PGDHCM Programme = 40 credits.

Note: Examination in each paper shall have two components – End semester Theory Paper carrying a maximum of 70 marks and sessionals carrying a maximum of 30 marks. The pattern of end semester Theory examination in each paper is given after the detailed course contents of each paper.

2 Open Choice (Audit Courses)

Open choice courses are meant for adding further value to the student's academic profile. Audit courses under this category are the courses which a student may opt under open choice category. It will be open to the students of the Faculty and also to the students from across the Faculty, University wide. No examination shall be conducted for Audit courses however these courses shall be mentioned in the grade sheet only when the student attends atleast 80% classes in the course. Accordingly, these will not be counted in the calculation of SGPA and CGPA.

In addition to the open choice / Audit Courses indicated above, the following issues/ areas have been identified by the Faculty wherein a teaching of 12-14 hours spanning over 3-6 days by an eminent person either from academic or corporate world will be held. These courses shall be treated equivalent to one credit and shall have the status of open choice (Audit courses). These courses shall not be run on regular basis, but shall be run as per convenience of the Faculty and availability of the resource persons. The schedule of these courses shall be usually announced well in advance.

- ↳ Enterprise Resource Planning
- ↳ Customer Relationship Management
- ↳ Supply Chain Management in Health Care
- ↳ Patient Care Management
- ↳ Medical Tourism
- ↳ Health Economics
- ↳ Organizational Skills and Team Building in Health Care Or any other area which the Faculty deems fit in interest of the students.

3. Examination System:

Each theory/ practical/ seminar/ field work/project/ dissertation course shall be of 100 marks. For evaluation, the overall structure of the distribution of marks in a course shall be such that 30 marks are allotted to various assessments during the semester, while 70 marks shall be allotted for the end semester examinations.

A. Sessionals:

- i) The assessment (sessionals) in theory courses will comprise of class test/test(s) and semester reports/assignments and regularity in each of the courses offered by them.
- ii) Such class tests, semester reports and/or assignments in each paper shall carry 30 marks, of which 20 marks will be for class tests and quizzes and 10 marks for semester report(s) and/or assignment(s) and regularity. (The marks of 2 best class tests/quizzes be considered out of 3 class tests/quizzes)
- iii) The semester report(s) and/or assignment(s) shall be submitted by the students to the teachers concerned, by a date fixed by the Head of the Department of Management Studies. After valuation of the semester report(s) and/or assignment(s), the teacher concerned shall submit the result to the Head of the Department of Management Studies who shall forward the same to the Controller of Examinations.
- iv) The marks obtained in semester report(s) and/or assignment(s) will be displayed on the notice board.
- v) Where candidate fails to take examination in any one or more papers or having taken the examination, has but failed to secure the minimum pass marks in any one or more papers or in the aggregate, his marks in the class tests, semester reports and/or assignments will be carried forward to the subsequent examination.

B. End Semester Examination and evaluation (for 70 marks):

- (i) The question papers shall be set and the answer-scripts shall be evaluated by the teachers of the concerned courses. If there are more than one teacher teaching the course, the question paper shall ordinarily be set and evaluated by a teacher of the group, appointed by the Board of Examiners.
- (ii) The End Semester examination answer-scripts shall be shown to the students after evaluation by the concerned teachers within 7 days of the last examination for the semester. Thereafter, within a week, all the answer books along with the statement of marks shall be sent to the Office of the Controller of Examinations for declaration of the results.
- (iii) In case of any objection by a student in the evaluation, the same shall be looked after by a panel of two senior faculty members, to be nominated by the Dean, whose decision shall be final.

- (iv) Once evaluated answer books are submitted to the Controller of Examination there will be no reevaluation/re-totaling thereafter.
- (v) Audit courses shall not be evaluated and also not accounted for SGPA/CGPA calculation. However, the prescribed minimum attendance in these courses shall be necessary.

4. Project Report and Viva-voce:

- i) Every PGDHCM student will also be required to prepare a Project report on preferably in his/her area of specialization under the supervision of a teacher of the Faculty. The topic of the Project and the name of the supervisor earmarked will be approved by a 'Project Committee' formed for this purpose by the Head/Dean of the Faculty. This Project will be equivalent to 6 credits and constitute a part of the PGDHCM II Semester Examination and will carry 100 marks.
- ii) Each student may be asked to present Research Methodology of the Project before the members of the Faculty for consideration and finalization.
- iii) The Project Report shall be submitted to the Controller of Examination in duplicate on or before a specific date fixed for the purpose by the Head/Dean of the Institute of Management Studies.
- iv) The Project Report shall be examined by two external examiners, who shall evaluate it independently out of 100 marks each. The average of these marks shall be credited to the marks obtained by the student. If the difference in percentage of marks between the two examiners is 30% or more, the Project report shall be sent to a third examiner. The marks given by the third examiner shall be final.
- v) The *Viva-voce* examination of the PGDHCM students shall be conducted at the end of the each semester having 2 credits and shall carry 100 marks. This comprehensive *Viva voce* examination shall cover the entire programme. It shall be conducted by a board consisting of the Head of the Department, Coordinator of the course, Two senior most teachers of the Faculty and one external member of the rank of a Professor.

5. Script and Duration of Examinations

- (i) Except when otherwise directed by the Ordinances or by the examiner in the examination paper, every candidate shall answer question in English language in the examination in all the subjects.
- (ii) Each individual paper shall be of three hour duration and practicals, if any, shall also be of three hour duration.

6. Evaluation Pattern:

(A) Point Scale for Grading

Award of Grades Based on Absolute Marks

Marks Range (Out of 100)	Grade	Grade Point
90 -100	S	10
80 - 89	A	9
70 - 79	B	8
60 - 69	C	7
50 - 59	D	6
40 - 49	E	5
Passed with Grace	P	4
00 - 39	F	0
Non-appearance in examination (Incomplete)	I	-
Audit Course	X	-

Explanation:

Latter grades **S, A, B, C, D, E and P** in a course mean that the candidate has passed that course.

The F grade denotes poor performance, i.e., failing in the course. A student has to appear at subsequent examination(s), if provided under the ordinances in all courses in which he/she obtains "F" grade, until a passing grade is obtained.

The I Grade: The "I" Grade is awarded, when a student does not appear in the examination of course/courses. This shall be treated as "F" Grade.

The X Grade: The "X" Grade is awarded, when a student successfully attends the audit course with minimum attendance requirement of 80%.

Grace Rule: Tabulators shall award grace marks as per the following guidelines:

- (1) A student who fails in not more than 3 theory courses by total marks of not more than $\frac{1}{2}$ the number of total theory courses of the semester (any fraction is rounded off to the next higher number), shall be awarded grade "P" (in place of grade "F") of Grade Point 4 in the concerned courses.
- (2) Grace mark will not be awarded for making up shortfall in minimum SGPA/CGPA or improving the grade.

(B) Measurement of the student's performance in the programme:

The performance of a student in a semester or upto a semester will be measured by SGPA (Semester Grade Point Average) and CGPA (Cumulative Grade Point Average), respectively, which will be calculated as given below:

$$(i) \quad SGPA = \frac{\sum_{i=1}^n C_i \cdot P_i}{\sum_{i=1}^n C_i}$$

where, C_i = Number of credits assigned for the i^{th} course of a semester for which SGPA is to be calculated .

P_i = Grade point earned in the i^{th} course.

$i = 1, \dots, n$, represent the number of courses in which a student is registered in the concerned semester.

$$(ii) \quad CGPA = \frac{\sum_{j=1}^m C_j \cdot P_j}{\sum_{j=1}^m C_j}$$

where, C_j = Number of credits assigned for the j^{th} course of a semester for which SGPA is to be calculated.

P_j = Grade point earned in the j^{th} course.

$j = 1, \dots, m$, represent the number of courses in which a student is registered from the first semester to the semester for which CGPA is to be calculated.

Notes: Audit courses shall not be evaluated and also not accounted for SGPA/CGPA calculation. However, the prescribed minimum attendance in these courses shall be necessary.

7. Promotion to II Semester

The candidates who have taken admission in PGDHCM programme I-Semester in a session can be put in the following two categories on the basis of their attendance in the Semester:

- I. (i) Those who have put in the required minimum percentage of attendance for appearing in the I-Semester Examination and filled up the examination form in time for appearing at the I-Semester Examination.
- (ii) Those who did not put in the required minimum percentage of attendance for appearing at the I-Semester Examination or did not fill up examination form in time for appearing at the I-Semester Examination.

Candidates under Category I(i) are eligible for appearing at the examination of I-Semester, while **candidates under Category. I(ii)** are not allowed to appear at the examination of the I-Semester. This implies that **no readmission is permissible to those who do not put in the required percentage of attendance for taking the examination or did not submit the examination form in time.** However they will have to seek fresh admission in the Programme as per prescribed procedure.

II. After appearing at the Examination of the I-Semester the candidates can be put in the following categories in the context of declaration of the results of the I-Semester Examination:

- (i) **Passed**, i.e., those who have passed in all courses of the examination of the Semester.
- (ii) **Promoted**, i.e., those who have not passed in all the courses of the Semester.
- (iii) **Minimum passing grade** shall be Grade 'E' for each course. However, candidates with grade 'P' in a course shall also be considered as passed in that course.
- (iv) **Promotion to Second Semester:** All students who have put in the minimum percentage of attendance in I-Semester and filled up the examination form in time shall be promoted to the II-Semester.

Declaration of Division:

A candidate who has passed in all the papers/ courses of I & II Semesters of the 1-year PGDHCM programme taken together shall be declared as '**Passed**'. Such passed candidates may be awarded with the division according to the following criteria:

- (i) First Division with distinction : CGPA 8.5 and above
- (ii) First Division : CGPA 6.5 and above, but below 8.5
- (iii) Second Division : CGPA 5.0 and above, but below 6.5

Note: The SGPA and CGPA shall be computed upto 2 places of decimals (truncated at the second place).

The conversion formula for converting CGPA to the corresponding Percentage of Marks will be as follow:

$$X = 10 Y - 4.5$$

where, X = Percentage of Marks

$$Y = \text{CGPA}$$

Further Clarifications:

- (a) The maximum duration of the course is two years (double the duration of the program). A student has to clear the whole PGDHCM programme in NOT MORE THAN TWO YEARS from the latest admission to the I-Semester of the programme. Even after that if a student fails, he/she shall have to leave the programme.
- (b) A student who is promoted to a higher semester or readmitted to a semester due to shortage of attendance shall be required to study the same syllabus as being taught in that year.

Ranking to the candidates

Ranking shall be given to only those candidates who pass all the courses of the programme in one attempt.

Notwithstanding any provision in the ordinances to the contrary, the following category of examinee is also eligible for ranking:

The student who, having been duly admitted to a regular examination of the course, was unable to take that examination in full or in part due to some disruption of examination, and took the next following examination of that course and passed the course.

The marks obtained by him/her at the examination shall be considered as the basis for the University Ranking, Scholarships and other distinctions.

In order to get the benefit of this provision, the student should claim that he/she is eligible for this benefit and get a decision in writing after proving his/her eligibility there for.

8. Admit Card (for End Semester Examination):

A candidate may not be admitted into examination room unless he/she produces his/her admit card to the officer conducting the examination or satisfies such officer that it shall be subsequently produced.

The Controller of Examinations may, if satisfied that an examinee's admit card has been lost or destroyed, grant duplicate admit card on payment of a further fee of Rs. 10/-

PART - 2

Course Structure

ONE YEAR POST GRADUATE DIPLOMA IN HEALTH CARE MANAGEMENT (PGDHCM)

COURSE OBJECTIVE: This course intends to develop the basic awareness of management functions and various dimensions of organizational life. It also attempts to provide exposure of the ethical dilemma in management practices.

COURSE STRUCTURE:

- ➔ **Introduction to Management:** Concept, nature, scope & functions of Management. Management Vs Management, Skills of a Manager. Evolution of Management Thought; Scientific Management (Frederick W. Taylor). Classical Organisation Theory (Henry Fayol's Principles). Human Relations Movement: The Hawthorne Experiments. Concept of System and Systems Approach. Organizations as Socio-technical systems. The Contingency Approach to Management.
- ➔ **Planning and Decision Making.** Basic Steps in Planning. Types of Planning. Management by Objective. Forecasting. Phases of Decision-Making. Nature of Managerial Decision-making. Certainty, Risk and Uncertainty. Rationality, Behavioural and Emotional Barriers to Decision-Making. Dealing with barriers to Decision-Making. Individual Vs. Group Decision-making.
- ➔ **Organizing:** Division of work. Job Specialization. Span of Management Organisation Chart. Coordination. Approaches to achieving effective coordination. Selecting the appropriate coordination mechanism. Delegating and Decentralization. Concept and significance of delegation. Delegation, Authority, Accountability and Responsibility. Effective Delegation. Centralization vs. Decentralization. Formal and Informal organizations structure.
- ➔ **Controlling:** The meaning of control. Steps in Control Process. Types of Control Methods. Characteristics of effective Control System.
- ➔ **Introduction to Organizational Behaviour:** Concept of Organizational Behaviour. Individuals, Groups and Systems in Organizations. Manager's job.
- ➔ **Perception, Learning & Attitudes:** Perceptual Processes. Significance of Perception for Managers. Concept of Learning. Theories of Classical and Operant Conditioning. Significance of Learning for Managers. Concept of Attitudes. Components of Attitudes. Attitude Formation. Significance of Attitude for Managers.
- ➔ **Motivation, Leadership & Communication:** Concept of Motivation. Abraham Maslow's Hierarchy of Needs. Frederick Herzberg: Hygiene Factors and Motivation. Concept of Leadership. Leadership Styles. Leadership Vs. Managership. Importance of Communication. The Communication Process - Channels of Communications. Formal and Informal barriers to Effective Communication.
- ➔ **Group in Organizations:** Concept of Group. Group Membership. Group Cohesiveness. Concept of Conflict. Dynamics of Organizational Conflict. Methods of Managing Conflict.
- ➔ **Values in Management:** Human Values In Management: Indian perspectives. Values for Managers. Ethical dilemma In Management.

REFERENCES:

1. James F.Stoner, et al. : Management
2. V.S.P.Rao & P.S.Narayana : Organisations Theory
3. Katz & Kunn : Social Psychology of Organizations
4. Herbert G.Hicks : The Management of Organisations
5. Hugh J Arnold & Daniel E.Feldm : Organizational Behaviour

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) , Write up, Presentation and Participation	30
Total Marks	100

COURSE OBJECTIVE: This course aims to develop an orientation towards the concept and nature of business. It seeks to develop an attitude that is favourable in organizing business ventures needed in the healthcare sector.

COURSE STRUCTURE:

- Introduction: Meaning nature and aims of business, interrelationship between trade, commerce and business, risks associated with business, factors to be considered while setting up a business, basic forms of business and its classification. Private, public and global enterprises, Economic relevance of business activities, upcoming modes of business. responsibility of business towards society. basic aspects of business ethics.
- Features of sole proprietorship form of business, its merits and limitations, introduction to joint Hindu family business-features, merits and limitation, Partnership form of business organization-features, merits and limitations, types of partners and partnerships, limited liability partnerships, registration of partnership, initial aspects of cooperative societies and their types.
- Company form of organization- features, types of companies, merits and limitation, types of companies, their process of incorporation factors to be considered while choosing the form of business
- Services and their essential features, distinction between services and products, types of Business services- brief ideas about banking, insurance, communication, transportation, warehousing

REFERENCES:

1. Business Organization and Management :P.C. Tulsian and Vishal Pandey, Pearson Education.
2. Business Organization and Management : C.B. Gupta, Sultan Chand & Sons
3. Service Sector Management –An Indian Perspective, C. Bhattacharjee, Jaico Publishing House

PATTERN OF EXAMINATION:

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) , Write up, Presentation and Participation	30
Total Marks	<u>100</u>

PHM 103: HOSPITALS ADMINISTRATION

Course Objective:

The course is designed to make the candidates aware about the functioning and management of hospital in general. The course will also deal with each and every critical issues related to managing a hospital.

Course Structure:

- ↳ Concept of Health Care Industry & its ever-changing character; Understanding functioning of Corporate multi-specialty hospital
- ↳ Managerial activities for effective hospital functioning; Duties and responsibilities of Hospital Managers; Qualities of effective Managers Effective inter and intra departmental co-ordination
- ↳ Routine Admission/Discharge Procedures/Discharge Summary
- ↳ Hospital Utilisation Statistics - Average Length of Stay (ALS); Bed Occupancy Rate; Turn Over Interval
- ↳ Daily Reports / Returns - Hospital Census; Matron's Report; Medical Officer's Report; Casualty Report, Medico-Legal Cases; Report from ICU / ICCU; Security Report; Maintenance Department Report; Patient's Complaints Report; Medical Certificates.
- ↳ Hospital Committees - Role, Composition, Frequency of Meetings; Minutes of the Meetings; Follow up Actions; Duty Roster of various categories of Staff.
- ↳ Administration of Patient Related Schemes; Medical Insurance (Cashless Benefit), CGHS, ECHS, CSMA, TPA, ESI.
- ↳ Duties & Responsibilities of the Hospital Administrator/CEO - In Profit Making Hospitals and In Non-Profit Making Hospitals
- ↳ Hospital Security - Staff, Patients, New born babies, Female staff/Patients, Stores. Dealing with Crisis Situation.

REFERENCES:

- | | | |
|----|-----------------|--|
| 1. | Tabish | : Hospital Administration |
| 2. | S.L. Goel | : Hospital Administration |
| 3. | G.P. Mogli | : Medical Records, Organization and Management |
| 4. | S.L. Goel | : Patient Safety in Hospitals |
| 5. | A.V. Srinivasan | : Managing A Modern Hospital |

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) , Write up, Presentation and Participation	30
Total Marks	<u>100</u>

PHM 104: HEALTH CARE ENVIRONMENT IN INDIA

Course Objective:

The course is designed to make the candidates aware about the environmental factors in India, health care delivery system and present status of the same.

Course Structure:

- ➔ Environment In India – Economic Environment, Political & Legal Environment, Demographic Environment, Socio-cultural Environment, Technological Environment. Role of Government in Health Care; Role of Private Sector in Health Care; Emerging Trends
- ➔ Economic and human Development – The Human Development Index; Links between Economic Growth and Human Development; Burden of Population on Environment; Growth and Environmental Degradation; Impact of Health on Economy.
- ➔ Overview of Health Care Delivery System in India and Abroad; Levels of Health Care in India; Primary Health Care In India; Developments of Public Health Care Delivery Systems; GDP and GNP Expenditure on Health; Origin and Growth of Corporate Health Philosophy; Comparison of Public and Private Health Care Delivery System.
- ➔ Basic Health Concepts – Indicators of Health; Concept of Disease And Disease Causation; Concept of Disease Control & Prevention; Models of Disease Intervention; Mortality and Morbidity Rates; Environmental Health and Problems.
- ➔ Health Care Policies – Environment Policy in India and Globe; National Population Policy; National Family Planning Program; National Health Policy; National Rural Health Mission; National Urban health Mission; Pradhanmantri Jan Arogya Yojana.

REFERENCES:

1. Ajay Mahal & Bibek Debroy : Indian Health Report 2010
2. Dutt and Sundarm : Indian Economy
3. Paul J. Feldstein : Economics of Health Care
4. B. Singh and A.H. Deshmukh : Handbook on Public Health Policy and Health Economics
5. Lawrence F. Wolper : Health Care Administration – Principles, Practices, Structure and Delivery

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) , Write up, Presentation and Participation	30
Total Marks	<u>100</u>

PHM 105: HEALTH MANAGEMENT INFORMATION SYSTEM (HMIS)

Course Objective:

The course is designed to make the candidates aware about the need of management and information together forming a system integration of different aspects of MIS and understanding the analytics.

Course Structure:

- Health Management Information System - Why to have HMIS in hospital setup, Health information system, Hospital information system, Management information system (MIS), MIS as a tool to managerial control.
- System Development Life Cycle – Physical System Design; Physical Database Design; Program and Procedure Development; Project Life Cycle; Installation and Operation; Documentation, Training and Maintenance.
- Approaches to HMIS – Basic ERP Concept; Concept of Modularity; Medical Records; Nursing Information System; Appointments Scheduling; Dissemination of Tests and Diagnostic Information; Drug Information System; General Administration; Patient Record and Relationship System.
- Management Support System – Concepts; Decision Support System; Expert System; Application of Health Care Management; Telemedicine; Knowledge Management

REFERENCES:

1. G.B. Davis and M.H. Olson : Management Information System- Conceptual Foundation
2. Anil K. Saini : Management Information System in Hospitals
3. Joseph K.H. Tan : Health Management Information System
4. B. Singh, N. Ahmad and Kurle : Essentials of Information Systems for Hospitals
5. A.V. Srinivasan : Managing and Modern Hospitals

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) , Write up, Presentation and Participation	30
Total Marks	<u>100</u>

PHM 106: Viva Voce

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PHM 201: HOSPITALS PLANNING AND IMPLEMENTATION

Course Objective:

The course is designed to make the candidates aware about the planning and execution of health care delivery system. The course will also deal with each and every critical issues related to managing a hospital.

Course Structure:

- ↪ Hospital Architectural Planning and Designing – Conception of Idea; Community and Area Wide Planning; Determining Size and Kind of Services to Offer; Principles of Hospital Facilities Planning; Selection of Site and Hospital Building Planning; Role of Hospital Consultants and Architects; Legal Formalities Planning; Equipment Installation, Commissioning, Shakedown Period, Bottlenecks and Future Expansions
- ↪ Hospital Functional Planning – Flow and Area Analysis; Inter-departmental Relations; Departmental and Room Functions; Planning for Medical Specialties – OPD, Inpatient, Daycare, ICU, CCU, HDCU, OT, Nursing Units, Emergency Services etc.
- ↪ Planning for Supportive Services – Standards for Designing Hospital Facilities; Medical, electrical and Centralized services; Planning and Designing Supportive Services- Diagnostic and Laboratory Services, Medical Records , Front Office, Housekeeping, Transportation, Laundry, Engineering and Maintenance, Dietary, Administrative Services.
- ↪ Hospital Risks and Disaster Management – Security Threats and Vulnerabilities; Security Sensitivity Analysis; Sensitivity Areas – Fire Management, Radiation Management, Disaster Management, Mass Casualty Management.

REFERENCES:

1. G.D. Kunders and S. Gopinath : Hospital Planning, Design and Management
2. Manish Saxena : Hospital Management
3. S. Gupta, S. Kant, Chndrashekhar, S. Satpathy : Modern Trends in Planning and Designing of Hospitals
4. S.L. Goel and R. Kumar : Hospital Core Services: Hospital Administration of 21st Century

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) , Write up, Presentation and Participation	30
Total Marks	100

Course Objective:

The Course structure is designed to familiarize the students with basic concepts of hospital operations, productivity and supply chain management.

Course Structure:

- ↳ Hospital Operations Management – Difference of Hospital operations from other Service and Manufacturing Organizations; Operations Strategy – a competitive tool, development and Elements.
- ↳ Productivity and Work Measurement – Operational Planning and Control Process; Productivity Concepts; Productivity Measurement Procedures and Techniques.
- ↳ Materials and Purchase Management in Health Care – Overview, Scope and Objectives; Integrated Concept of Materials Management with Hospital’s Clinical and Non-clinical Operations; Materials Planning and Control; Purchase Management in Health Care; Centralized vs. Decentralized Purchasing; Purchasing Cycle; Insourcing and Outsourcing; Vendor Analysis and Management.
- ↳ Hospital Store and Inventory Management – Objectives and Importance of Stores in Hospitals; Key Functions of Store and Store Keeping; Importance and Categories of Hospital Inventories; Selective Inventory Management Techniques.
- ↳ Supply Chain Management in Health Care – Importance, Objectives and Components of Supply Chain; Decision Phases in Hospital Supply Chain; Supply Chain Models and Strategies; Role of Logistics in Supply Chain; Role of Transportation in SC; Role of SCM in Quality Improvement in Hospitals.

REFERENCES:

1. G. Roger : Operations Management – Decision Making in Operations Function
2. J.Lee and L.P. Ritzman : Operations Management : Strategy and Analysis
3. J.Shah : Supply Chain Management
4. S. Chopra : Supply Chain Management

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) , Write up, Presentation and Participation	30
Total Marks	100

Course Objective:

The Course structure is designed to familiarize the students with basic concepts, techniques and tools for optimal management of financial resources of a health care organization.

Course Structure:

- ↳ Introduction to Financial Management – Concept of Hospital Finance; Role, Functions and Objectives of Financial Management in Health Care; Time Value of Money.
- ↳ Investment and Financing Decisions – Capital Structure Theories; Leverages and Cost of Capital; Methods of Floating Securities in Share Market; Debt Financing; Raising Foreign Funds; Sources for Funds for Hospitals – Grants and Donations; Hire Purchasing and Leasing; Capital Budgeting – Estimation of Cash Flows for Hospital Projects; Project Selection Criteria; Payback Periods and Quantification of Risks in Capital budgeting.
- ↳ Working Capital Management – Meaning; Factors Affecting Working Capital; Cash Management; Inventory and Revenue Cycle Management; Sources of Working Capital; Risk and Return Trade Off.
- ↳ Dividend Decisions and Financial Control – Theories of Dividend; Type of Dividends; Factors Affecting Dividend Decisions; Financial Control in Hospitals; Tax Planning for Hospitals.
- ↳ Risk and Insurance – Risk Management Techniques; Principles of Insurance and Insurance Contracts; Health Insurance Plans; Claims Management; Third Party Administrators – Meaning, Role and Functions.

REFERENCES:

1. K. Black & Jr. I.D. Skipper : Risk and Health Insurance
2. P.K. Gupta : Insurance and Risk Management
3. I.M. Pandey : Financial Management
4. W.N. Zelman, M.J. McCue, A.R. Millikan : Financial Management of Health Care Organizations: An Introduction to Fundamental Tools, Concepts and Applications

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) , Write up, Presentation and Participation	30
Total Marks	100

PHM 204: PEOPLE MANAGEMENT IN HEALTH CARE

Course Objective:

The Course structure is designed to provide understanding of concepts, principles and practices of people management to achieve organizational goals.

Course Structure:

- ↳ Changing Environment of People Management; Organization of HR Department; Qualities of Personnel Managers; Personnel Policies and Principles; Objectives of People Management in Hospitals.
- ↳ Human Resource Planning – Meaning and Definition; Forecasting; Job Analysis and Design; Techniques of Job Design; Recruitment and Selection – Meaning, Importance, Tools and Techniques.
- ↳ Training and Development – Orientation Program; Problems in Orientation; Analyzing Training Needs; Training Process; Impediments to Effective Training; Training Methods and Developments; Job Stress; Promotion, Transfer and Separations.
- ↳ Performance Appraisal and Compensation – Definition, Importance and Need; Appraisal Methods; Errors in Appraisal; Competency Mapping; Job Evaluation; Employee and Executive Remuneration and Compensation; Devising a Remuneration Plan; Developing Effective Incentive Plans; Other Benefits in Services.
- ↳ Employee Welfare and Industrial Disputes – Meaning and Definitions; Types of Welfare Activities; Approaches for Employee Welfare; Participative Management; Industrial Disputes and Grievance Handling; Causes and Remedial Measures; Trade Unions and Collective Bargaining.

REFERENCES:

1. P. Subba Rao : Essentials of Human Resource Management and Industrial Relations
2. DeCenzo, A. David, Stephens P. Robbins : Personnel/ Human Resource Management
3. G. Dessler : Human Resource Management
4. K. Ashwathappa : Human Resource and Personnel Management

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) , Write up, Presentation and Participation	30
Total Marks	100

Course Objective:

The Course structure is designed to provide an exposure to the conceptual framework of marketing in general and health care services in particular.

Course Structure:

- ↳ Marketing Fundamentals – Introduction, Purpose and Scope of Marketing; Importance of Marketing in Modern Economy; Emerging Concepts of Marketing; Marketing Strategy; Marketing Mix; Marketing of Services – Reasons for Growth of Healthcare Services; Characteristics and Differentiation in Services Marketing with Goods Marketing; Service Triangle in a Hospital.
- ↳ Functions of Marketing – Marketing Information System; Marketing Research in Health Care Services; Marketing Organizations in a Healthcare Industry; Market Segmentation, Targeting and Positioning.
- ↳ Consumer Behavior In Healthcare Services – Introduction; Importance of Understanding Consumer Behavior; Consumer Value Framework; Factors Influencing Consumer Behavior; Types of Consumers; Consumer Purchase Decisions; Buyer Decision Process; Loyalty Pyramid; Customer Relationship Management.
- ↳ Health Care Marketing Mix -Part I -Product Strategy; Product Mix Decisions in Health Care; New Product Development; Product Life Cycle; Branding of Health Care Services; Packaging and Labelling of Health Care Products; Pricing Policies and Practices; Determinants of Pricing; Methods of Pricing; Various Pricing Strategies; Service Transactions in Health Care Industry; Channels of Distribution; Selection of Appropriate Location for Health Care Services.
- ↳ Health Care Marketing Mix – Part II – Healthcare Promotion Nature and Objectives; Promotional Mix – Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations; Role of People in Health Care; Process Management in Health Care; Physical Evidence as Tool of Health Care.

REFERENCES:

1. P. Kotler and K. Keller : Marketing Management
2. P.G. Ramanujam : Marketing of Health Care Services
3. B.J. Babbin, E.G. Harris and A. Mohan : Consumer Behavior: A South Asian Perspective
4. K. Ram Mohan Rao : Services Marketing

PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) , Write up, Presentation and Participation	30
Total Marks	100

PHM 206: PROJECT MANAGEMENT

The course is designed to make the candidates apply their learning throughout the course duration into a real life project in a hospital as a Major Research Project. The major project may deal with any issues related to managing a hospital.

PHM 207: COMPREHENSIVE VIVA-VOCE

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