

University of Mumbai

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Academic Authorities,
Meetings & Services (AAMS)
Room No. 128, M. G. Road, Fort,
Mumbai – 400 032.
Tel. 022-68320033

Re- accredited with A ++ Grade (CGPA 3.65) by NAAC
Category- I University Status awarded by UGC

No. AAMS_UGS/ICD/2024-25/ 470

Date : 24th March, 2025.

To,
The Director,
Garware Institute of Career Education
and Development,
Vidyanagari
Santacruz (East)
Mumbai – 400 098.

**Sub : Post Graduate Diploma in Hospital Management & Health Care.
(PGDHM&HC) (Two year) (Sem – I & II).**

Sir,

With reference to the subject noted above, this is to inform you that the recommendations made by the **Advisory Committee & Board of Management** of Garware Institute of Career Education & Development at its Meeting held on **4th September, 2023** & resolution passed by the **Board of Deans** at its meeting held on **9th August, 2023** vide Item No. 9.2 have been accepted by the **Academic Council** at its meeting held on **1st November, 2023** vide Item no. 9.3 (B) 16 (N) and subsequently approved by the **Management Council** at its meeting held on **14th August, 2024** vide Item No. 6 that in accordance therewith, in exercise of the powers conferred upon the Management Council under Section 74(4) of the Maharashtra Public Universities Act, 2016 (Mah. Act No. VI of 2017) the following program with Ordinance for Title of the Program, Eligibility and Regulation numbers for Duration of Program, Intake Capacity, Scheme of Examinations, Standard of Passing and Credit Structure along with syllabus of **Post Graduate Diploma in Hospital Management & Health Care (PGDHM&HC) (Sem I & II)** (Appendix – 'A') have been introduced and the same have been brought into force with effect from the academic year **2023-24**.

The New Ordinances & Regulations as per NEP 2020 is as follows :-

Sr. No	Name of the Programme	Ordinance no. for Title	Ordinance no for Eligibility	Duration
A	P.G Diploma in Hospital Management & Health Care (PGDHM&HC)	O.GPA – 57 A	O.GPA – 58 A	Two year

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Date : 24th March, 2025.

: 2 :

Regulation Nos	
Duration	R. GPA - 136
Intake Capacity	R. GPA - 137
Scheme of examination	R. GPA - 138
Standard of Passing	R. GPA - 139
Credit Structure	R. GPA - 140 A
	R. GPA - 140 B
	R. GPA - 140 C
	R. GPA - 140 D

(Dr. Prasad Karande)
REGISTRAR

A.C/9.3(B) 16 (N) /01/11/2023
M.C/6/14/8/2024

Copy forwarded with Compliments for information to:-

- 1) The Chairman, Board of Deans
- 2) The Dean, Faculty of Interdisciplinary Studies,
- 3) The Director, Board of Examinations and Evaluation,
- 4) The Director, Board of Students Development,
- 5) The Director, Department of Information & Communication Technology,
- 6) The Co-ordinator, MKCL.

Copy forwarded for information and necessary action to :-	
1	The Deputy Registrar, (Admissions, Enrolment, Eligibility and Migration Dept)(AEM), dr@eligi.mu.ac.in
2	The Deputy Registrar, Result unit, Vidyanagari drresults@exam.mu.ac.in
3	The Deputy Registrar, Marks and Certificate Unit,. Vidyanagari dr.verification@mu.ac.in
4	The Deputy Registrar, Appointment Unit, Vidyanagari dr.appointment@exam.mu.ac.in
5	The Deputy Registrar, CAP Unit, Vidyanagari cap.exam@mu.ac.in
6	The Deputy Registrar, College Affiliations & Development Department (CAD), deputyregistrar.uni@gmail.com
7	The Deputy Registrar, PRO, Fort, (Publication Section), Pro@mu.ac.in
8	The Deputy Registrar, Executive Authorities Section (EA) eau120@fort.mu.ac.in He is requested to treat this as action taken report on the concerned resolution adopted by the Academic Council referred to the above circular.
9	The Deputy Registrar, Research Administration & Promotion Cell (RAPC), rapc@mu.ac.in
10	The Deputy Registrar, Academic Appointments & Quality Assurance (AAQA) dy.registrar.tau.fort.mu.ac.in ar.tau@fort.mu.ac.in
11	The Deputy Registrar, College Teachers Approval Unit (CTA), concolsection@gmail.com
12	The Deputy Registrars, Finance & Accounts Section, fort draccounts@fort.mu.ac.in
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14	The Assistant Registrar, Administrative Sub-Campus Thane, thanesubcampus@mu.ac.in
15	The Assistant Registrar, School of Engg. & Applied Sciences, Kalyan, ar.seask@mu.ac.in
16	The Assistant Registrar, Ratnagiri Sub-centre, Ratnagiri, ratnagirisubcentar@gmail.com
17	The Director, Centre for Distance and Online Education (CDOE), Vidyanagari, director@idol.mu.ac.in
18	Director, Innovation, Incubation and Linkages, Dr. Sachin Laddha pinkumanno@gmail.com
19	Director, Department of Lifelong Learning and Extension (DLLE), dlleuniversityofmumbai@gmail.com

Copy for information :-	
1	P.A to Hon'ble Vice-Chancellor, vice-chancellor@mu.ac.in
2	P.A to Pro-Vice-Chancellor pvc@fort.mu.ac.in
3	P.A to Registrar, registrar@fort.mu.ac.in
4	P.A to all Deans of all Faculties
5	P.A to Finance & Account Officers, (F & A.O), camu@accounts.mu.ac.in

To,

1	The Chairman, Board of Deans pvc@fort.mu.ac.in
2	<p>Faculty of Humanities,</p> <p>Dean</p> <p>1. Prof.Anil Singh Dranilsingh129@gmail.com</p> <p>Associate Dean</p> <p>2. Dr.Suchitra Naik Naiksuchitra27@gmail.com</p> <p>3.Prof.Manisha Karne mkarne@economics.mu.ac.in</p> <p>Faculty of Commerce & Management,</p> <p>Dean</p> <p>1. Dr.Kavita Laghate kavitalaghate@jbims.mu.ac.in</p> <p>Associate Dean</p> <p>2. Dr.Ravikant Balkrishna Sangurde Ravikant.s.@somaiya.edu</p> <p>3. Prin.Kishori Bhagat kishoribhagat@rediffmail.com</p>

	Faculty of Science & Technology Dean 1. Prof. Shivram Garje ssgarje@chem.mu.ac.in Associate Dean 2. Dr. Madhav R. Rajwade Madhavr64@gmail.com 3. Prin. Deven Shah sir.deven@gmail.com
	Faculty of Inter-Disciplinary Studies, Dean 1. Dr. Anil K. Singh aksingh@trcl.org.in Associate Dean 2. Prin. Chadrashekhhar Ashok Chakradeo cachakradeo@gmail.com
3	Chairman, Board of Studies,
4	The Director, Board of Examinations and Evaluation, dboee@exam.mu.ac.in
5	The Director, Board of Students Development, dsd@mu.ac.in DSW directr@dsd.mu.ac.in
6	The Director, Department of Information & Communication Technology, director.dict@mu.ac.in

As Per NEP 2020

University of Mumbai



Syllabus for Post Graduate Diploma in Hospital Management & Health Care

Garware Institute of Career Education and Development

Semester- Semester I and II

Ref: GR dated 16th May,2023 for Credit Structure of PG

(with effect from the academic year 2023-24)

UNIVERSITY OF MUMBAI



(As per NEP 2020)

Sr. No.	Heading	Particulars
1	Title of the Course O: <u>GPA- 57A</u>	Post Graduate Diploma in Hospital Management & Health Care (PGDHM&HC)
2	Eligibility O: <u>GPA- 58A</u>	MBBS/BAMS/BHMS/BDS Or Equivalent Or Allied Recognized By The University Or Degree In Nursing Or B.Sc. / DMLT Or BPT / Occupational Therapy / Speech Therapy Or Bio Medical Engineering Or Medical Social Worker After Graduation From Recognized University Or Graduate In Any Faculty From Recognized University With One Year Experience In Healthcare Field / Hospital (Each To Be Recognized By The University) OR Passed Equivalent Academic Level 5.5
3	Duration of Program R: <u>GPA- 136</u>	2 Years/ 4 semester
4	R: <u>GPA- 137</u> Intake Capacity	60
5	R: <u>GPA- 138</u> Scheme of Examination	50 Internal – Continuous 50 External- Sem & Exam
6	Standards of Passing R: <u>GPA- 139</u>	50% in each component
7	Credit Structure R: <u>GPA- 140A</u> R: <u>GPA- 140B</u> R: <u>GPA- 140C</u> R: <u>GPA- 140D</u>	Attached herewith
8	No. of Years / Semesters :	One Year, Sem I & II
9	Program Level :	P.G 6.0
10	Pattern :	Semester
11	Status :	New
12	To be implemented from Academic Year:	From Academic Year 2023-24

Keyurkumar M. Nayak

Dr. Keyurkumar M. Nayak,
Director,
UM-GICED

Anil Kumar Singh

Prof.(Dr.) Anil Kumar Singh
Dean,
Faculty of Interdisciplinary Studies

Preamble

1) Introduction:

weekend two years course, 4 semesters. each semester 6 subjects
Internship, at the end of second and third semester at different hospitals to get practical exposure under supervision of hospital medical admin and course coordinator. Project in fourth semester.

2) Aims And Objectives:

health care administration will allow you to explore the role of a leader, the importance of strategy development, and the challenges for professional decision making in the ever-changing health sector.

Drawing on management theory and cutting-edge research we'll introduce you to topics such as organizational behavior, entrepreneurship, innovation, health economics and health information systems

COURSE OBJECTIVES: the course is aimed at training manpower, strengthening the support services and improving hospital administration.

Improving the overall health care system and give proper training in hospital services

3) Learning Outcomes:

- OPPORTUNITY IN INFORMATION SYSTEM,
- HR,
- MATERIALS MANAGEMENT
- LOGISTICS, DOCUMENTATION.
- RELATIONSHIP MANAGEMENT
- AT VARIOUS LEVELS IN HOSPITAL
- AND PUBLIC HEALTH SYSTEM

5) Credit Structure of the program

R: _____

FIRST YEAR PG HMHC							
Level	Semester	Major		RM	OJT/ FP	RP	Cum. Cr./ Sem.
		Mandatory	Electives				
Level 6.0	1	(2 Credits) Health Policy and Administration (4 Credits) Organization and Administration of Clinical Services (4 Credits) Organization and Administration of Supportive Services (4 Credits) Information Technology Part-I	(4 Credits) Human Resources Management OR (4 Credits) Principles of Management	Research Methodology (4 Credits)			
	Credits	14	4	4	0	0	22
	2	(2 Credits) Health Planning and Medical Education (4 Credits) Health Economics (4 Credits) Social Services in the Hospital (4 Credits) Finance Management & Principles of Accounting	(4 Credits) Introduction to Organization Behavior OR (4 Credits) Business and Labour Law		(4 Credits) Internship		
	Credits	14	4	0	4	0	22
	Total Credits in 1ST Year	28	8	4	4	0	44
SECOND YEAR PGDHM&HC							
Level	Semester	Major		RM	OJT/ FP	RP	Cum. Cr./ Sem.
		Mandatory	Electives				
Level 6.5	3	(4 Credits) Quality Management in Health Care (2 Credits) Information Technology Part - II (4 Credits) Materials Management (4 Credits) Medical Epidemiology and Human Genetics	(4 Credits) Medico – Legal Aspects of Hospital & Health Care OR (4 Credits) Bio-Statistics in Healthcare			Research Project: Internship (4 Credits)	
	Credits	14	4	0	0	4	22

4	(4 Credits) Hospital Planning (4 Credits) Management of National Health Programme (4 Credits) Financing of the Health Services	(4 Credits) Marketing Management and Marketing of the Health Services OR (4 Credits) Development of Managerial Skills			Research Project Work (6 Credits)	
Credits	12	4	0	0	6	22
Cum. Cr. for 1 Yr PG Degree	26	8	4	4	10	44
Cum. Cr. for 2 Yr PG Degree	54	16	4	4	10	88

Km Nayak

Dr. Keyurkumar M. Nayak,
Director,
UM-GICED



Prof.(Dr.) Anil Kumar Singh
Dean,
Faculty of Interdisciplinary Studies

	Subject Code	Core Subject	Assessment Pattern			Teaching Hours			
		Topics	Internal Marks 60	External Marks 40	Total Marks (CA) 50/100	Theory Hours	Practical hours	Total Hours	Total Credits
Semester I	Major Mandatory								
	PGDHM&H CS1MJP1	Health Policy and Administration	25	25	50	30	--	30	2
	PGDHM&H CS1MJP2	Organization and Administration of Clinical Services	50	50	100	60	--	60	4
	PGDHM&H CS1MJP3	Organization and Administration of Supportive Services	50	50	100	60	--	60	4
	PGDHM&H CS1MJP4	Information Technology Part-I	50	50	100	60	--	60	4
	Open Elective (OE)								
	PGDHM&H CS1MJP5	Human Resources Management OR Principles of Management	50	50	100	60	--	60	4
	PGDHM&H CS1P6	Research Methodology	50	50	100	60	--	60	4
		Total	275	275	550	330	--	330	22
	Major Mandatory								
	PGDHMHCS2MJP7	Health Planning And Medical Education	25	25	50	30	--	30	2
	PGDHMHCS2MJP8	Health Economics	50	50	100	60	--	60	4
	PGDHMHCS2MJP9	Finance Management & Principles Of Accounting	50	50	100	60	--	60	4

Sem ester II	PGDHMHC S2MJP10	Social Services in the Hospital	50	50	100	60	--	60	4
	Open Elective (OE)								
	PGDHMHC S2MJP11	Introduction To Organization Behavior OR Business and Labour Law	50	50	100	60	--	60	4
	On Job Training Program (OJT)/Field Project (FP)								
	PGDHMHC S2P12	Internship	100	–	100	0	120	120	4
		Total	325	225	550	270	120	390	22
Sem ester III	Major Mandatory								
	PGDHMHC S3MJP13	Quality Management In Health Care	50	50	100	60	--	60	4
	PGDHMHC S3MJP14	Information Technology Part - II	25	25	50	30	--	30	2
	PGDHMHC S3MJP15	Materials Management	50	50	100	60	--	60	4
	PGDHMHC S3MJP16	Medical Epidemiology and Human Genetics	50	50	100	60	--	60	4
	Open Elective (OE)								
	PGDHMHC S3MJP17	Medico – Legal Aspects of Hospital & Health Care OR Bio- Statistics in Health Care	50	50	100	60	--	60	4
	Research Project (RP)								
	PGDHMHC S3JP18	Internship	100	–	100	–	120	120	4
		Total	325	225	550	270	120	390	22
Sem ester IV	Major Mandatory								
	PGDHMHC S4MJP19	Hospital Planning	50	50	100	60	--	60	4
	PGDHMHC S4MJP20	Management of National Health Programme	50	50	100	60	--	60	4
	PGDHMHC S4MJP21	Financing of the Health Services Hospital	50	50	100	60	--	60	4
	Open Elective (OE)								

	PGDHMHC S4MJP22	Marketing Management and Marketing of the Health Services OR Development of Managerial Skills	50	50	100	60	--	60	4
	Research Project (RP)								
	PGDHMHC S4P23	Project Work	100	–	100	–	180	180	6
		Total	300	200	500	240	180	420	22
		FINAL TOTAL	1225	925	2150	1110	420	1530	88

DETAILED SYLLABUS SEMESTER-WISE PLAN

SEMESTER – I	
PAPER1:	HEALTH POLICY AND ADMINISTRATION
	<ul style="list-style-type: none">● Present Health status of Indian People● Public Policy in Health Care and Hospital Management, its historical background, concept and present implications.● Provisions for Health Care and administration under Indian Constitution.● National Health Policy Population policy, Drug Policy,
	<ul style="list-style-type: none">● Medical Education Policy● Health care delivery system : 3 tiers● Health administration in India● Health Care Programmes, planning and its implementation in central and state level directorate its authorities and functions.
PAPER 2 :	ORGANISATION AND ADMINISTRATION OF CLINICAL SERVICES
	<ul style="list-style-type: none">● Clinical Services: Principles and Methods of Organizing and Administration for hospitals of different Sizes.● Study of the importance of function, organisation, staffing, patterns, utilisation and workload, records, location and area, equipment and standards.● Evaluation of the following services● Medical and ICU, Surgery and OT, obstetrics and gynecology, pediatrics and NICU.● Orthopedic, ENT, ophthalmology day care services, superspeciality care 1, superspeciality care 2, radiology, pathology, transfusion medicine, oncology services etc. <p>It includes the following topics</p> <ol style="list-style-type: none">1. Principles and methods of organization and administration of different services in the hospital.

	<ol style="list-style-type: none"> 2. Classification of hospitals – based on size , services it provides, ownership. 3. OPD SERVICES - layout, location, staffing, nature of services, accessories associated with it. 4. Casualty services – location, lay out, staffing, different types – ICU, NICU, CCU, BURN WARD. 5. Different types of basic clinical services – general medicine, general surgery, obstetrics & gynecology, pediatrics, orthopedics, ENT, ophthalmology, radiology , dental services , psychiatry, skin & V.D., PULMONOLOGY, different types of day care services 6. Different types of superspeciality care—cardiology & Cath lab, oncology, neurology neuro-surgery, gastrology and gastric surgery, advanced orthopedics and radiology , ONCO- SURGERY, etc. 7. Wards and O.T. --- types, layout, location, staffing pattern, 8. Diagnostic services and allied services --- pathology & blood bank, radiology, advanced radiological procedures, radio therapeutics, USG, ECG, EEG, Ophthalmic and ENT diagnostic procedures, physiotherapy, and corporate annual health check- up scheme. 9. Organization of cath lab set up. Day care services
PAPER 3 :	ORGANISATION AND ADMINISTRATION OF SUPPORTIVE SERVICES
	<p>Role of supportive services in the total hospital administration.</p> <p>Study of supportive services---</p>

	<ol style="list-style-type: none"> 1. Central registration & admission center. 2. Enquiry, HELP- DESK, 3. Public relation department, administrative building. 4. Nursing service - types of nursing, staffing, organization, nursing duties allocation, nursing audits, recruitment with reference to nursing council of India. 5. Medical records (M R) management - type of MR, staffing, compilation, filling & preservation of medical records, computerization of MR, international classification of diseases (I C D), MRD- officer duties. 6. BIO – MEDICAL waste management (B M W) and Maharashtra pollution control board. 7. Hospital pharmacy – location, organization & staffing, pricing of drugs , important acts related to pharmacy, pharmacy- purchase, storage and audit, drug purchase committee. 8. Housekeeping department -- different activities, working pattern, staffing, including annual repair of hospital building, water supply and electrical supply, hospital horticulture. 9. Hospital dietary services: different types of patient diet, balanced diet, location and layout of hospital pantry, staffing pattern in dietary department. 10. Significance of laundry & linen department, staffing pattern in linen and laundry department, different cleaning materials used. 11. Sports medicines, rehabilitative service. 12. Pharmacy services and central sterile supply department. 13. Hospital ambulance services.

PAPER 4 :	HUMAN RESOURCES MANAGEMENT
	<p>Human Resource Management – HRM Conceptual Frame work – Impact of environment on organization’s objectives Recruitment – induction, Training – performance Appraisal, career planning. Manpower planning as an integrated part of business. Setting manpower standard. Manpower forecasting for managerial staff. Integrated budget for manpower planning. System and analysis approach to manpower management. Developing management skill. Controlling costs. Introduction of mathematical models for manpower panning Jobs analysis – Job description and organizational design. Network models for training and recruiting decision in manpower planning. Models for manpower planning and management. A simulation models for manpower planning. Auditing of Human Resources for optimum utilization and organization profitability, growth and productivity. Introduction of Human Resources Accounting, Job evaluation techniques and costs involved in recruitment and training formation of human resources policy Retirement / Separation process. Introduction to Industrial Relations. Labour legislation, Employee welfare social security.</p>
PAPER 5 :	PRINCIPLES OF MANAGEMENT
	<ul style="list-style-type: none"> ● Fundamentals of Management system

	<ul style="list-style-type: none"> ● Various models of management (traditional model, human relations mode) and human resource model) ● Basic concepts of formal organisation goal, structure and technology in health care and its administration ● Significance of planning and types of plans ● Organising and decentralisation and delegation of Authority ● Staffing : organising staffing ● Directive principles Health Care and Human Management ● Monitoring and controlling , Health Services ● Feedback of the services rendered ● Management of Health Care team and programmes ● Management of medical personnel's : nurses, field workers and others ● Managerial aspects, issues and problems in the health sector
PAPER 6 :	INFORMATION TECHNOLOGY PART- I
	<ul style="list-style-type: none"> ● Fundamentals- What is a computer, how does it works and what are the different devices, languages? ● Generations of computers. what is IT, Advantages and disadvantages of IT, Internet technology, search engines, Website and portals &HTML ● OS - What is OS, what are the different types of OS, How OS functions and various Commands to operate windows, licensing. ● Hardware - Various hardware devices connected to the System and various other gadgets. ● MS WORD- What is word processor, various word Processors available in market. Paragraph Setting page layout, inserting picture, clip art, Shapes and other illustration, header & footers, Table of content, indexing, mail merge,Table insert / design, printing & other utility.

	<ul style="list-style-type: none"> ● MS EXCEL - What is excel, utility excel, formatting cell, Page layout, printing, working with data,, formula, graphs and various functions (Financial, statistical, date & time, lookups, if....) ● MS power - What is power point, utility, master slide, design ● Point - Animation, slide transition, slide show and print. ● Application – Application of computer system in hospital and health care ● Telemedicine &--What is telemedicine and telehealth, Telehealth How different they are, and what are the application. ● Database - What is database, DBMS, RDBMS, relationship? ● Management - Normalization, various other types of Database and their usage. ● Networking - Concepts, connection, topology, wired, Telecom networks wireless, & Wi- Fitech..Protocols. <p>(Computer lab is a must for MS office & internet.)</p>
SEMESTER - II	
PAPER 7 :	HEALTH PLANNING AND MEDICAL EDUCATION
	PLANNING :

	<ul style="list-style-type: none"> ● National Health Planning in India, Health sector planning five years plans. ● Role of health ministry, planning commission and directorate of Health services ● Analysing the achievements of five year plans in the health sectors, Health system in India. ● Planning : concept and need ● Programme planning <p>concept, need and process of planning</p> <ul style="list-style-type: none"> ● Micro Planning : need assessment in the community, community involvement in planning ● Monitoring Health services coverage and impact <p>MEDICAL EDUCATION :</p> <ul style="list-style-type: none"> ● Health education at National and State level ● Health promotion scheme, policy and programme ● Social marketing , lifestyle concept ● Modes and models of Health education ● Methods of health education ● Demographic profile strength and weaknesses.
PAPER 8 :	HEALTH ECONOMICS

	<ul style="list-style-type: none"> ● Development of economics in health services care and administration ● Economic aspects of Health Care in India and International level ● Economic efficiency of Health Services ● Five year planning in economics of Health care programme ● Budgets of : Central, State Government and non-Governmental agencies ● Hospital revenues : sources and methods of funding hospitals, grants in aid and other schemes for various hospitals models ● Hospital costs and analysis ● Hospital efficiency L economic determinants of hospital work, break even point choice of alternatives ● Hospital Budget and its control, functions, supply, distribution and utilisation of medical and other staff, equipment and stores ● Health services in India : ESIC and other health care scheme ● Scope and insurance scheme ● Health care marketing in India.
PAPER 9:	FINANCE MANAGEMENT AND PRINCIPLES OF ACCOUNTING

	<ul style="list-style-type: none"> ● Principles of Financial and accounting, functions of finance and financial management, financial management – application; Capital investment analysis : Management approaches in capital investment and finance decisions. Measurement and sensitivity analysis of proposals. Financial feasibility methods, economic assessment in potential changes. ● Financial sources and allocation of funds, Budgeting, Rate setting for service forecasting and planning of Hospital facilities ● Financial analysis : Budgeting analysis : cost benefit analysis, Cost effectiveness analysis, Ratio analysis, use of financial ratios in Hospitals, value of rate of return calculations. Financial Management methods : cash methods, management reports, future trends in hospital financing. ● Accounting : What is Accounts, different types of Accounts real, nominal and personal) ● What are accounting entries? Basic accounts books – maintained (Book of primary entry, cash book, ledger, journal), Final Accounts: Trading profit and Loss accounts. Income and expenditure accounts, trial balance Sheet.
PAPER 10 :	SOCIAL SERVICES IN THE HOSPITAL

	<ul style="list-style-type: none"> ● Social services : concept and need Psycho-social aspects of illness and disabilities ● Patients : How to help, crisis management of patients facing or experiencing surgery, disability or terminal illness ● Hospitalization and associated events from the patients perspectives ● Doctor – patient relationship ● Concept and need ● Organization and administration of a social service ● Role of volunteers and voluntary agencies in hospitals ● Social legislation L International, National and regional
PAPER 11:	INTRODUCTION TO ORGANISATION BEHAVIOUR
	<ul style="list-style-type: none"> ● Organisation, Goal, Structure and functioning of Hospital ● Managerial issue in hospital and role of hospital administrator ● Motivation, definitions, theories and application of motivation theories ● Concepts of leadership and supervision factors in leadership role, division of labour, team building ● Communication skills, co-ordination, organizational change and organizational development ● Organizational dynamics and change, types of change, sources of change ● Management of medical, paramedical staff and administrative staff ● Modern concepts of hospital management

PAPER 12:	BUSINESS AND LABOUR LAW
	<ul style="list-style-type: none"> ● Industrial Disputes Act ● Minimum Wages Act ● Equal Remuneration Act ● Payment of Wages Act ● Workman's Compensation Act ● Gratuity Act ● Provident Fund Act ● Maternity Benefit Act ● Bonus Act ● Domestic Enquiry ● Labour Court of Procedures ● Labour Legislation applicable to Hospitals ● ESIS Act

	<ul style="list-style-type: none"> ● Factories Act ● Trade union Act ● Company Law (Incorporation, Shares and Debentures, Meetings, Audit, Amalgamation, Winding Up) ● Trust Laws (Indian Trust Act, Bombay, Public Trust Act) ● Law of Torts ● Law of Contract
PAPER 13:	<ul style="list-style-type: none"> ● Internship Part time Internship of four weeks completing 100 hrs
SEMESTER - III	
PAPER I4 :	INFORMATION TECHNOLOGY PART - II
	<ul style="list-style-type: none"> ● AI-Brief on artificial intelligence. ● ERP-what is ERP, Concepts, how it differs from integrated system, how to select ERP vendors. ● Selection criteria for software/hardware vendors Various aspects of checking and deciding to select the vendor for software as well as hardware. ● Project management concept what is project, various process group, processes across the knowledge area,(5 process group,9 knowledge area and 42 processes) ● MS project—how to record the plan, baseline, resources, cost, progress, resource leveling & various types of charts. ● SIX SIGMA what is six sigma, philosophy, methodology, DMAIC. ● MS outlook/GMAIL/HOTMAIL Understanding and Usage of calendars ● Accounting system concept ● MIS What is a management information system? ● Strategic importance of MIS and application. (Computer lab is a must for MS office & internet.)

PAPER 15 :	RESEARCH METHODOLOGY & BIOSTATISTICS
	<ul style="list-style-type: none"> • Sample and Sampling Methods • Types of errors in research study • Phases of Research studies • Data Processing : Manual and Electronics • Preparation of Study Protocol • Report writing • Descriptive statistics • Probability and distributions • Normal distribution • Measures of averages and Dispersion • Basic concept of correlation and Regression • Types of test and importance of significance • Application of analysis • Analysis of categorical data • Introduction of statistical Models • Indicators of Health management • Vital statistics and Health statistics • Indices for hospital administrations • Importance of Research Management and conducting research in Hospitals and health care centers.

PAPER 16 :	QUALITY MANAGEMENT IN HEALTH CARE
	<ul style="list-style-type: none"> ● Definition (S) and Concepts of quality ● Quality control, quality assurance, TQM ● Quality policy ● Quantifiable quality objectives ● Customer satisfaction and delight ● Cost of quality and cost of non-quality

	<ul style="list-style-type: none"> ● Elements of SPC ● Concepts of quality as part of Strategic Management ● Quality objects for continuous quality improvement ● PDCA ● Process quality ● Benchmarking ● Quality circles ● Strategic methods related to quality management/ ISO-9000/ISO-14000. ● Certification for quality ● Cost of quality to determine quality initiatives and return on quality ● Leadership by quality management <p>Importance of Quality Management for patient care</p>
PAPER 17 :	MATERIALS MANAGEMENT
	<ul style="list-style-type: none"> ● IMPORTANCE OF MATERIALS RESOURCE / MANAGEMENT FUNCTIONS: - Stores, purchase, Inventory control. LOGISTICS AND DISTRIBUTION Stores and Purchase Organization Inter Departments Coordination / Integration. ● STORES FUNCTIONS RECEIPTS / ISSUES / STORAGE / HANDLING Accounting – Principles / Practices / Centralized / Decentralized stores Material Codification methods Alpha, Numeric etc. Types of stores (Raw material, Spare parts, tools,

	<p>consumable etc.)</p> <p>Material tracking (Loans / returns / rejection)</p> <ul style="list-style-type: none"> ● Storage Layout <ul style="list-style-type: none"> Storage Methods – Unitization / Containerization / Pallets STORAGE EQUIPMENT ● Material Handling <ul style="list-style-type: none"> Importance / various equipment EVALUATION / SELECTION Operation / Maintenance Stock Accounting / Annual stock check Perpetual / Periodic Stock Check Inventory valuation Stock Discrepancy / Reconciliation / Write off. ● Scrap / waste management <ul style="list-style-type: none"> Revenue Generation ● Indent generation / Authorization Min <ul style="list-style-type: none"> Pack / Min order Quantity PURCHASE REQUISITION / SPECIFICATION ● Inventory Control <ul style="list-style-type: none"> LIFO/FIFO STANDARDISATION ABC / VED / XYZ Analysis Reorder ; Timing / Quantity Maximum; Minimum; safety Reorder levels MRP I and II – Application EOQ – (Economic order Quantity) ● Purchase Function – Details Right Price / <ul style="list-style-type: none"> Quantity / Time / Delay Place / Communication Vendor Information Vender Preliminary Review Factor Visits Vendor / Registration ● Enquiry / Procedure <ul style="list-style-type: none"> Proprietary Items. Competitive bidding
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	<p>Two bid system</p> <ul style="list-style-type: none"> ● Bid comparison <p>VENDER SHORTLISTING</p> <p>Negotiation Process – Price, Discount, Delivery, Schedule etc. Purchase order terms & conditions / importance</p> <p>Types and contracts</p> <p>Order follow up</p> <p>Vendor performance Evaluation / rating</p> <p>Vender development</p> <p>Material Budget (Revenue / Capital) Role of Materials Department IMPORTATION of Materials</p> <p>Govt. rules / Regulation / Licenses</p> <p>Documentation</p> <p>Duties / Levies</p> <p>Clearance Formalities (Export / Import) Globalization</p> <p>Impact on MATERIAL MANAGEMENT Value Analysis</p> <p>Importance</p> <p>Methods</p> <ul style="list-style-type: none"> ● Audit of Material Management Functions.
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<p>PAPER 18 :</p>	<p>EPIDEMIOLOGY & INTRODUCTION TO BIOSTATISTICS & GENETICS</p>
	<ul style="list-style-type: none"> ● Introduction to Epidemiology and its, significance in Healthcare and Hospital Management ● Concept of morbidity and concept of mortality ● Natural occurrence of diseases and its dynamic transmission ● Descriptive Epidemiology ● Analytical epidemiology (case combo + cohort) ● Case control studies, & cohort studies & types of data presentation and sampling methods. ● Epidemiological surveys/sample designs ● Introduction to Genetics in health and disease ● Epidemiology of genetic diseases ● Need for setting genetic programs ● Conceptualization and set up of Genetic Centre ● Genetic laboratory set up ● Follow up of genetic testing and clinical management <p>It includes the following topics:</p> <ol style="list-style-type: none"> 1. Meaning of epidemiology, different types of epidemic- point epidemic, propagated epidemic, epidemic, endemic, sporadic, Demography and phases of demographic cycle 2. Different tools of epidemiology- rate, ratio, proportion, Mortality, morbidity, risk factor, target group, relative & attributable risk, ODD RATIO. 3. Incidence, prevalence of diseases, relationship between them. 4. Different types of epidemiological studies- descriptive, experimental , and analytical epidemiology 5. Case control and cohort studies and their comparison between them

	<p>6. Epidemiological triads, Concept of disease, diseases cycle, carriers of disease, vectors of disease, disease control, disease elimination, disease eradication</p> <p>7. Investigation of the outbreak of an epidemic</p> <p>8. Different spectrum of health, nutrition, HDI, PQLI, HEALTH EDUCATION, disability, sickness, handicapped. medical certification, International classification of disease (ICD)</p> <p>9. Disease sampling- clinical sampling, clinical survey, - esp. to malaria, T.B, POLIO, FILARIASIS, HIV & STD 10.Important hospital indices- bed occupancy rate, bed turnover ratio, admission rate, discharge rate, autopsy rate, hospital death rate, Maternal Mortality rate (MMR), OPD turnover, OT turnover rate etc.</p> <p>10.Introduction to human genetics & DNA structure, genes & chromosomes and Mendel law of inheritance.</p> <p>11.Classification of genetic disorder and Complex genetic disorder- mendelian disorder, non- mendelian disorder, auto- immune disorder, human cancer, type-1 DM etc.</p> <p>12. Human genome project and Genetic epidemiology ,Genetic and Insurance</p> <p>13.Set up of genetic lab and genetic set up and DNA mapping/ fingerprinting and its different applications</p> <p>14.Human cloning and trans-human genetics, Genetic counseling- types, merit & demerits, Stem cell culture test tube babies</p>
PAPER 19 :	MEDICO – LEGAL ASPECTS OF HOSPITAL AND HEALTH CARE
	<ul style="list-style-type: none"> ● Source, Tye and Development

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| | <ul style="list-style-type: none"> ● Indian Constitution ● Indian Penal Code ● Civil and Criminal Procedures ● Indian Evidences Act ● Police Act ● Judicial System of India ● Consumer Protection Act ● <u>Medical Laws</u> i.e. MTP Act, PNDT Act, HOTA Act. Biomedical Waste Management Act, Mental Health Act. ● <u>Regulatory Laws</u> : Drug and Cosmetics Act, Prevention of Food adulteration Act, Nursing Home Act, Birth and Death Registration, Environmental Protection Act (1986), the Air Pollution Act 1981 (Prevention and Control), the Water Pollution Act 1974 (Prevention and Control), Notifiable Disease Medical Council of India Act, Code of Ethics ● <u>Medico – Legal Issues</u> : Consent, Confidentiality, Medical Records and Certificates, Medical Negligence, Court Attendance, Important Case Laws ● International and National Health Regulations ● Laws relating to communicable diseases and noticeable diseases ● List of diseases under international/national surveillance Laws related to vaccination, leprosy, AIDS bill, epidemic diseases <p>Right to Information Act.</p> |
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PAPER 20	<ul style="list-style-type: none"> - Internship - Part time Internship of four weeks completing 100 hrs.
SEMESTER - IV	
PAPER 2I :	HOSPITAL PLANNING
	<p>Planning :</p> <ul style="list-style-type: none"> ● Capital Budgets, identification of investment, project development, planning need for long range, master plan. Institutes specific plan, operational planning, functional planning, equipment planning, and project management. ● Marketing and technical appraisal ● Market need, supply and demand analysis, technical analysis and productive technologies, equipment structure, materials and inputs, civil works <ul style="list-style-type: none"> ● Available human and financial resources, selection of architect and contractor ● Financing : Economic aspects of single projects, obtaining finances, financial method, cost and benefits of capital

	<ul style="list-style-type: none"> ● Multiple prospect, Development of multiple project and constraints ● Hospital Design : Various designs of hospitals, consideration of energy, physical movement and functional activities
PAPER 22:	MANAGEMENT OF NATIONAL HEALTH PROGRAMME
	<ul style="list-style-type: none"> ● Networking of the Central, State, District and block level for Health programs ● NATIONAL HEALTH PROGRAMES ON ● Malaria eradication, filaria control, Revised National T.B. control DITS Programme , Leprosy Education Guinea worm Eradication, Iodine Deficiency Diseases control, Blindness control, Diabetes control, Family planning, Universal Immunization, RCH Programme, nutrition, Integrated child development scheme, water supply and sanitation Hygiene and Health, National nutrition Programme, National Cancer Control, National AIDS Control Programme & various other National Programme.

PAPER 23 :	MARKETING MANAGEMENT AND MARKETING OF THE HEALTH SERVICES
	<ul style="list-style-type: none"> ● Marketing Management : Concept, need and significance of marketing ● Marketing planning : Marketing strategies, marketing profile, marketing tactics, Marketing control, growth strategies ● Marketing Environment : Economics of Environmental marketing, Environmental Planning and Adjusting to environment, Technological environment, Ecological environment, competitive environment ● Health Insurance Industry ● TPA and Health Insurance ● Marketing analysis: Aspects of segmentation and Targeting segmentation on consumer preference, consumer buying behavior, consumer purchase decision, process. ● Marketing Research : Marketing surveys and analysis: methods of marketing research, scope of marketing research marketing research and decision, marketing processes, demand forecasting ● Product service concepts : Basic concept of product services, product life cycle, Branding, Packaging and Product services ● Advertising, expenditure levels, advertising decisions, publicity, marketing communications.

	<ul style="list-style-type: none"> ● Medical Tourism ● International Business Management ● Customer Relation Management.
PAPER 24:	FINANCING OF HEALTH SERVICES
	<ul style="list-style-type: none"> ● Financing from central Government, State Government and Local bodies ● Five year plan for financing , source of finance, areas of financing beneficiaries of Government Financing ● Health Insurance : Social insurance patterns in different countries including India ● Financing of : ESIC CGHS Health co-operatives benefits ● Insurance schemes: Types ● Private sector financing : Financing pattern for Profit - human care institutions and corporate sector, Nonprofit facilities, reimbursement of medical expenditure ● Admission of medical expenditure pattern in India ● Financing Primary Health Care ● Utility based financing <p>a) Activity based coaching b) Off Balance sheet finance</p>

PAPER 25 :	PROJECT WORK
	Students will have to carry out a Project Work on given topics related to Hospital Management problems by collecting data. The list of topics, which is illustrative, is enclosed. However, students in consultation with Guide / Faculty can select other relevant topics.
PAPER 26 :	DEVELOPMENT OF MANAGERIAL SKILLS
	<ul style="list-style-type: none"> ● Reviewing Managerial Roles ● Developing Managerial Skills ● Making Meeting Work ● Writing Result ● Instructing Subordinates

	<ul style="list-style-type: none"> ● Dealing with Subordinates Problems ● Constructive Questioning ● Getting the Message Across ● Developing effective Groups ● Motivating Subordinates ● Handling problem Subordinates ● Managing change ● Decision-making and problem solving skills ● Deciding how to decide ● Identifying and Analyzing problems ● Generating solutions ● Getting decisions implemented ● Managing Time
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REFERENCE		
BOOKS:		
S.NO.	Title	Author
1	Prevention & Social Medicine	K.K.Park
2	Prevention & Social Medicine	Mahajan & Gupta
3	Prevention & Social Medicine	Kulkarni & Baride + Journals
4	“Human Aspects Of Management”	Rao, Subba P.
5	“Human Aspects Of Management”	Biddle, Derek & Evenden, Robin
6	Human Resources Management	Insurance Institute Of India.
7	Personnel Management	Edwin Flippo

8	Human Resources Management In Hospital Management	R. C. Goyal
9	Hospital & Health Service Administration	Syed Amin Tabish
10	Principles Of management	Koontz, Harold And Weihrich
11	Principles Of management	Global Perspective Ed 10
12	Principles Of management	Glueck William, F-Management Ed-2
13	Principles Of management	Drucker, Peter F: Management Tasks, Responsibilities, Practices.
14	Fundamentals Of Computers	Rajaraman V
15	Foxpro 2.5	Taxale R.K
16	Programming Foxpro 2.5	Liskin Miriam
17	Hospital And Health Services Administration	Syed Amin Tabish
18	Financial Management	Khan & Jain
19	Principles & Practices Of Costing	N. K. Prasad
20	Cost Accounting	B. K. Bhar
21	Cost Accounting	Rayudu
22	Investment Management	V. A. Avadhani
23	Quantitative Techniques	C. R. Kothari
24	Practical Costing	Khanna Pandey
25	Management Information System (MIS) In Hospitals	Saini – Anil Kumar
26	Mastering Word 97	Mans Field, Ron
27	Introduction To Networking	Nance, Barry
28	Computer Applications	Tatpuje
29	Research Methodology	P. V. Young
30	Introduction To Research In Behavioral Science	Kerlienger
31	Research Methodology	Bajpai
32	Quality Manuals	
33	Tqm Manuals	
34	Text Of PSM	K. K. Park
35	Text Of PSM	Mahajan & Gupta
36	Text Of PSM	Kulkarni & Baride
37	Epidemiology	Beegohole

38	Epidemiology	Becker
39	Epidemiology	Macmohan
40	Epidemiology & Management	Dr. P.V.Sathe
41	National Health Programme	J. Kishore
42	Preventive Pediatrics	Dr. Patwani
43	Text Of PSM	K. K. Park
44	Text Of PSM	Mahajan & Gupta
45	Text Of PSM	Kulkarni & Baride

Credit structure and detailed syllabus with text books, reference books and evaluation pattern

PASSING PERFORMANCE GRADING :

The Performance Grading of the learner shall be on ten point scale be adopted uniformly.

Letter Grades and Grade Point

Semester GPA/ Program CGPA Semester / Program	% of Marks	Alpha-Sign/Letter Grade Result	Grading Point
9.00 – 10.00	90.0 - 100	O (Outstanding)	10
8.00 - < 9.00	80.0 < 90.0	A+ (Excellent)	9
7.00 - < 8.00	70.0 < 80.0	A (Very Good)	8
6.00 - < 7.00	60.0 < 70.0	B+ (Good)	7
5.50 - < 6.00	55.0 < 60.0	B (Average)	6
5.00 - < 5.50	50.0 < 55.0	C (Pass)	5
Below 5.00	Below 50	F (Fail)	0
AB (Absent)		Absent	

NOTE : VC : Vocational Courses, SEC : Skill Enhancement Courses, AEC : Ability Enhancement Courses, VEC : Value Education Courses, VSC : Vocational Skill Course, IKS : Indian Knowledge System, OJT: On The Job Training, FP: Field Projects.

The performance grading shall be based on the aggregate performance of Internal Assessment and SemesterEnd Examination.

The Semester Grade Point Average (SGPA) will be calculated in the following manner: $SGPA = \frac{\sum CG}{\sum C}$ for a semester, where C is Credit Point and G is Grade Point for the Course/ Subject.

The Cumulative Grade Point Average (CGPA) will be calculated in the following manner: $CGPA = \frac{\sum CG}{\sum C}$ for all semesters taken together.

PASSING STANDARD:

Passing 50% in each subject /Course separate Progressive Evaluation (PE)/Internal Evaluation and Semester-End/Final Evaluation (FE) examination.

- A. Carry forward of marks in case of learner who fails in the Internal Assessments and/ or Semester-end examination in one or more subjects (whichever component the learner has failed although passing is on total marks).
- B. A learner who PASSES in the Internal Examination but FAILS in the Semester-end Examination of the Course shall reappear for the Semester-End Examination of that Course. However, his/her marks of internal examinations shall be carried over and he/she shall be entitled for grade obtained by him/her on passing.
- C. A learner who PASSES in the Semester-end Examination but FAILS in the Internal Assessment of the course shall reappear for the Internal Examination of that Course. However, his/her marks of Semester-End Examination shall be carried over and he/she shall be entitled for grade obtained by him/her on passing

ALLOWED TO KEEP TERMS (ATKT)

- A. A learner shall be allowed to keep term for Semester II irrespective of the number of heads/courses of failure in the Semester I.
- B. A learner shall be allowed to keep term for Semester III wherever applicable if he/she passes each of Semester I and Semester II.


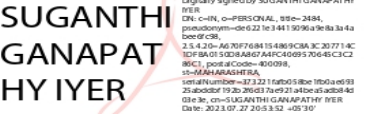



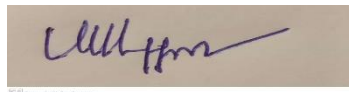
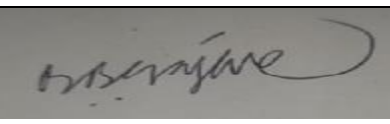

OR

- C. A learner shall be allowed to keep term for Semester III wherever applicable irrespective of the number of heads/courses of failure in the Semester I & Semester II.
- D. A learner shall be allowed to keep term for Semester IV wherever applicable if he/she passes each of Semester I, Semester II and Semester III.

OR

- E. A learner shall be allowed to keep term for Semester IV wherever applicable irrespective of number of heads/courses of failure in the Semester I, Semester II, and Semester III

University of Mumbai's
Garware Institute of Career Education and Development Board
of Studies – Committee members
PG Diploma in Hospital Management & Health Care
Date: 5th July, 2023 at 11.00 am

Sr. No.	Name	Signature
1	Dr. Keyurkumar M. Nayak, Director, UM-GICED Chairman – BOS	
2	Dr. Nirmala Barse Course Coordinator	Present
3	Dr Suganthi Iyer, Director Medical and Legal Hinduja Hospital	 SUGANTHI GANAPATHY IYER
4	Dr Neeta Joshi, Medical superintendent Ruby hospital ,Pune	Present
5	Dr Reshma Khatib Subject Experts & Faculty	
6	Dr Savita Sharma Subject Experts & Faculty	
7	Dr. Mrs. Suparna Kher Senior faculty coordinator for MPH,PGDM National institute of public health training and research	
8	Mr. Mariapan Prof and Dean school of Management, Appolo university	
9	Dr. B..B. Gajre Ex medical director Air India	
10	Dr. Mrs. Purnima Patil Founder and director of helthastik medical services Pvt Ltd	



Dr. Keyurkumar M. Nayak,
Director,
UM-GICED



Prof.(Dr.) Anil Kumar Singh
Dean,
Faculty of Interdisciplinary Studies

Justification for (P.G Diploma in Hospital Management & Health Care)

1.	Necessity for starting the course	The University of Mumbai's Garware Institute of Career Education & Development plans to introduce a two years part time P.G Diploma in Hospital Management & Health Care. There is a need for management to develop policies, plans and programmes to cater to health services and run the hospitals' administration in a better manner. For this purpose the hospital administrators / executives and concerned administrative staff of the hospitals should acquire professional training in this field.
2.	Whether the UGC has recommended the course:	Yes, UGC has recommended the course as per gazette no. DL(N)-04/0007/2003-05 dated 11th July 2014. UGC encourages the incorporation of skill oriented and value-added courses to develop skilled manpower.
3.	Whether all the courses have commenced from the academic year 2023-2024	Yes, it would be commencing from the Academic year 2023-24 as per NEP 2020. However, the course was launched in the year 2004.
4.	The courses started by the University are self-financed, whether adequate number of eligible permanent faculties are available?	Yes, this course is self-financed. The expert visiting faculty from industries come to teach this course.
5.	To give details regarding the duration of the Course and is it possible to compress the course?	The duration of the course is Two year (Four Semester). It cannot be further compressed.
6.	The intake capacity of each course and no. of admissions given in the current academic year:	The intake capacity of this course is 60 students. The admission procedure is still ongoing.
7.	Opportunities of Employability/ Employment available after undertaking these courses:	The job opportunities are at the various departments: Front office, Billing, Accounts, Finance, Management Information Systems, HR, Materials Management, Logistics, Documentation, Marketing, Workflow, Maintenance, Housekeeping, Patient service and Relationship Management at various levels in Hospital and Public Health System.

Keyurkumar

Dr. Keyurkumar M. Nayak,
Director,
UM-GICED



Prof. (Dr.) Anil Kumar Singh
Dean,
Faculty of Interdisciplinary Studies