

**POSTGRADUATE DIPLOMA IN HOSPITAL  
MANAGEMENT**

**AT**

**SAURASHTRA UNIVERSITY RAJKOT**

**INTRODUCTION:**

In the past years, very few people in India could agree with idea of managed care in the hospitals. But looking at the condition of most of the hospitals in our country and standard of healthcare that is being provided to the public / patients, it has become absolutely essential to put the responsibility of management of hospitals in the hands of the qualified hospital managers. A busy clinician has hardly any time to look after administration and if he has to do so, he does it half heartedly. In the government set ups they are more or less dependent upon clerical staff. The result is often gross mismanagement and dissatisfaction on the part of patients. The sincerity of the clinicians can hardly be doubted but hospital gets its goodwill with the overall administration and performance of every staff member.

In the coming era, we cannot do away with the need of expert hospital managers. Our country is going to need many qualified hospital managers to keep up the pace with rapidly mushrooming new hospitals. Gradually need of such human resources is being felt in this part of our country / state also. Saurashtra University has almost every medical specialty available. But there is no facility for study of hospital management at present.

Keeping this in view, it was decided to start such course at Saurashtra University, Rajkot. This will not only fulfill the need of such manpower in this part of our nation but also make a genuine effort to help our hospitals reach acceptable standards and put them at par with well managed healthcare institutes in India and abroad.

Medical fraternity of Rajkot is well known for their all round academic activities and it is our pleasure to announce the Hospital Management course for the aspirants to fulfill the needs of our healthcare institutes. We have tremendous support from doctors of all branches. Students can have enough experience regarding managed healthcare through their practical training and study at various local hospitals and nursing homes in Rajkot. Arrangements shall also be made to send the students at various super specialty hospitals in Gujarat and other states if needed.

In this endeavor we have received tremendous support from Dr.D.K.Ghosh, Head of the department of Statistics, Saurashtra University who has very kindly given his consent to use his departmental premises for this course during the evening hours.

**COURSE OBJECTIVES:**

At the end of the course, the students should have enough knowledge and expertise to

1. Understand and express themselves in the areas which make them effective and efficient hospital managers
2. Practically apply their study in the actual working conditions
3. Identify the deficient areas in the hospitals and develop the ways to correct them
4. Develop leadership qualities with positive and assertive attitude to lead the hospital's workforce
5. Continue with the hospital management educational programme
6. Develop and implement the healthcare programme with the help of various NGOs and other healthcare institutes.

### **COURSE STRUCTURE:**

1. The course shall be of one year's duration with two semesters
2. Students shall be required to get a minimum of 50% marks to pass / register for the next semester and complete the required project work before being eligible for the diploma
3. In the last month of the 2<sup>nd</sup> semester, the students shall be required to take up a project work where they will study a hospital situation and find out the problem areas in it with suggested solutions for the same

### **INPUT QUALIFICATION:**

The candidate for admission should be;

1. M.B., B.S. with completion of internship training. Experience of 2 – 3 years in hospitals is desirable.
2. Candidates with other qualifications like, B.H.M.S., B.B.A., B.A.M.S., B.Physiotherapy, B.Pharm, B.E., M.Sc. etc will also be considered if they are found suitable after personal interview and group discussion. Candidates with experience in hospital management shall be preferred if their applications are supported by the concerned hospital.

### **FEES:**

Admission fee	Rs. 5000/-
Tuition fee	Rs.15, 000/- per semester

**DISTRIBUTION OF COURSES IN EACH SEMESTER:*****First semester:-***

1. Managing people and Organizations
2. Economics and finance of hospitals
3. Biostatistics
4. Epidemiology and Environmental Health

***Second Semester:-***

1. Computers and Information systems
2. Technical communication
3. Hospital Planning, Management of Hospital Activities and Marketing of Health Services
4. Operations Research

**PROCEDURE FOR APPLICATION:**

Application for admission should be made on the form prescribed for the same. To obtain the application form, the request for each form must be accompanied by a crossed demand draft for Rs.50/- in the name of “PGDHM” payable at Rajkot. Cheques will not be accepted. Application form can also be obtained from by paying cash.

**FACULTIES:**

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| 1. Dr. D.K.Ghosh , M.Sc., Ph.D                   | Biostatistics and Operations Research  |
| 2. Dr. D.H.Sukhwal, M.B., B.S., M.Phil, F.C.G.P. | Hospital Operations /Total<br>Hospital Management and Planning<br>/Technical Comm. |
| 3. Dr. B.N.Buch, M.B.,B.S., PGDHRM, FCGP         | HRD/Communication Skills   |
| 4. Dr. Marwania, Ph.D                            | Hospital Economics   |
| 5. Dr. Alok Chakrawal, Ph.D                      | Accounting and finance   |
| 6. Dr. Bhayani, Ph.D                             | Accounting and finance   |
| 7. Dr. Umed Patel, M.D.                          | Epidemiology   |
| 8. Dr. Neela Shah, Ph.D                          | Technical Communication  |
| 9. Dr. Bhavna Joshipura,                         | Law and Medicine   |

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|-----|-----------------------------|-----------------------------------|
| 10. | Dr. N.N.Jani / Dr.D.K.Ghosh | Computers and Information Systems |
| 11. | Dr. Lajpatray Arya, PGDHM   | Hospital Operations               |
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**VISITING FACULTIES:**

1.	Dr. Vivek Desai, MBBS, M.Phil, D.H.A.	Hospital Planning and designing
2.	Dr. Jagdish Kamath, MBBS, PGDHM, Diploma in Occupational Health,	HRD & Hospitals Operations Management
3.	Dr. Sushma Patel, MBBS, MBA	Marketing of health services
4.	Dr. Sushmita Dave, M.D.,Ph.D	Lab. Management and Set up
5.	Dr. Jayprakash Bhatt, M.D.	Lab. Management and Set up
6.	Dr. D.B.Dekiwadia, M.S.,M.Ch	CTV Surgery Unit
7.	Dr. Sanjay Pandya, M.D.,M.Ch	Deptt. of Nephrology
8.	Dr. Dipak Tolia, M.D.	Deptt. of Radiology
9.	Dr. Gautam Dave, M.D	Non-invasive Cardiology
10.	Dr. V.K.Gupta, M.D.	Cancer Hosp. & Radiotherapy
11.	Dr. R.P.Gorasia, M.D	Obst. & Gynecology Deptt
12.	Dr. T.K.M.Easwar, M.D.	Critical Care Unit and ICCU
13.	Dr. Chirag Matrawadia, M.D., D.N.B.	Intensive Care
14.	Dr. Atul Shah, M.S., M.Ch., L.L.B	Strategic planning and legal medicine
15.	Dr. Jagdish Khoyani, M.B.B.S., M.Phil	Hospital Operations Management
16.	Mrs. Jigna Khoyani	Quality Management in Laboratories

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## **PAPER I            MANAGING PEOPLE AND ORGANISATION**

### **SCOPE AND OBJECTIVES:**

1. Articulate the key elements of management, theory and leadership
2. Articulate the working concept of an organization and its strategy
3. Assess his or her effectiveness as a manager and management decision maker
4. Assess the structure of an organization and differentiate its effectiveness.

### **COURSE CONTENTS:**

1. Concepts and principles of management as applied to health service organizations
2. Study of managerial roles, styles, activities and decision making
3. Organizational effectiveness
4. Planning activities
5. Leadership and control
6. Manpower development
7. Organizational behavior
8. Organizational theory

### **TEXT BOOKS:**

Weirich, Weing and Harold Koontz, Management: a global perspective, 10<sup>th</sup> publication, New Delhi: McGraw Hill, 1993.

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## **PAPER II: ECONOMICS AND FINANCE OF HOSPITALS**

### **SCOPE AND OBJECTIVES:**

The course aims to introduce to the students;

1. Concepts & methods of economic analysis & attempts to relate them to health system with a view to provide necessary exposure and relevant tools needed for understanding health management problems & approaches to tackle them
2. The basic concepts of Financial Accounting, Cost Accounting, Management Accounting and Financial Management and enable them to analyze and interpret the financial statements for proper decision making in the realms of Finance and Cost Management and Control. Aim will be to relate these to hospitals and health care system.

### **COURSE CONTENTS:**

1. Concepts and Methods of economic analysis related to health systems
2. Demand and Supply of scarce resources for health care
3. Determinants of costs markets & pricing
4. Marketing of health services

5. Basic Accounting
6. Financial processes and Various financial reports and required information systems
7. Financial management, Principles and Practice.
8. Budgeting
9. Cost benefit analysis
10. Health insurance
11. Organization & policy

Reference Book(s):

1. Dhameja, N & K.S.Sastry, Finance and accounting for managerial competitiveness, 1<sup>st</sup> ed., Wheeler Publishing, 1993.
2. Hingorani & Ramanathan, Management Accounting, 4<sup>th</sup> ed., Sultan Chand & Sons, 1990.
3. T.S.Grewal, Introduction to Accountancy, 7<sup>th</sup> ed., S.Chand & Co.
4. S.P. Lyengar, Cost Accounting – Principles and Practice, 4<sup>th</sup> ed., S.Chand & Sons, 1987.
5. Kamal Gupta, Contemporary Auditing for Students, 4<sup>th</sup> ed., TMH, 1992.

### **PAPER III: BIOSTATISTICS**

SCOPE AND OBJECTIVES:

1. To develop appreciation of statistics and modern medical sciences
2. Collection of biomedical data and its statistical analysis
3. Developing decision models for prediction of medical principles in health field.

COURSE CONTENTS:

1. Methods of collections and presentation of statistical data
2. Calculation and interpretation of various measures like mean, median, mode
3. Standard deviation, kurtosis, correlation coefficient
4. Probability distributions
5. Sampling and estimation of parameters
6. Tests of hypothesis
7. Data analysis. Topics covered will aim to relate to the health field.
8. Introductions to decision analysis; Decision theory; Decision models.

TEXT BOOK(S):

1. Dr.B.K.Mahajan, Methods in Biostatistics, Jaypee brothers, New Delhi, 6<sup>th</sup> ed. 1997
2. Milton, J.Susan, Statistical Methods in the biological and health sciences, MGH, 2<sup>nd</sup> Ed., 1992.

**PAPER IV: EPIDEMIOLOGY****SCOPE AND OBJECTIVES:**

At the end of the course the participant should be able to:

1. Describe the measure of mortality and morbidity
2. Measure the validity of diagnostic test from data provided
3. Describe the various epidemiologic study design and discuss their relative merits
4. Develop information system in their work situation which can help them in making management decision.

**COURSE CONTENTS:**

1. Epidemiological approach in the healthcare
2. Measure of disease frequency
3. Errors in measurement
4. Validity of diagnostic test
5. Causal thinking in health measures of association
6. Introduction to epidemiological study design
7. Clinical trial, Cohort study, Case control study, Survey techniques and collection of mortality data
8. Epidemiology of selected infectious diseases, and evaluation.

**TEXT BOOKS:**

1. Park's Text book of Preventive and Social Medicine, K.Park, Banarsidas Bhanot Publishers, Jabalpur, 17<sup>th</sup> ed. 2002

**PAPER V: COMPUTER AND INFORMATION SYSTEMS****SCOPE AND OBJECTIVES:**

The main objective of this course is to strengthen the knowledge of the student regarding the usage of the computer and its application in information systems, especially in hospital management.

**COURSE CONTENTS:**

1. Organization and function of computers
2. Personal computers
3. DOS usage/Windows/NT
4. Word-processing/ Excel
5. Spread sheeting/Graphics

6. Database management
7. Presentation aids/PowerPoint and multimedia
8. Some exposure to computer software designed for hospital and health systems management (computer information system)
9. Use of biostatistical data through computers / SSPS

**TEXT BOOK(S):**

1. Sanders, Donald H., Computer Concepts and Applications, 3<sup>rd</sup> Ed., MGH, New York, 1988.
2. Lele, R.D., Computers in Medicine, Tata MGH, New Delhi, 1989.

**PAPER VI: TECHNICAL COMMUNICATION**

**SCOPE AND OBJECTIVES:**

The main objective of the course is to inculcate the skills of technical communication relevant to the students' world of the work. This objective is to be realized by developing oral and written communication skills and by providing practice in their use for various communicative tasks performed by them in discharging their duties as professionals.

**COURSE CONTENTS:**

1. Role and Importance of Communication
2. Effectiveness in oral and Written Communication
3. Technical Reports
4. Technical Proposals
5. Technical Descriptions definitions and Classifications
6. Business Correspondence
7. Précis Writing
8. Memorandum, Notices, Agenda and Minutes
9. Oral Communication related to Meetings, Seminars, Conferences, Group Discussions, etc.
10. Use of Modern Communication Aids.

**TEXT BOOK(S):**

Mohan, K. and M. Banerji, Developing Communication Skills, Macmillan, 1990

**PAPER VII: HOSPITAL OPERATIONS MANAGEMENT**

**SCOPE AND OBJECTIVES:**

The course deals with concepts, models and techniques to help the hospital administrator with quantitative methods for decision making and control in health management operations.

**COURSE CONTENTS:**

1. Basic concepts in operation management  
Analytical and mathematical modeling techniques like
2. Linear programming using graphics method
3. Queuing
4. Inventory control
5. Scheduling
6. Purchasing
7. Maintenance and quality control with special reference to issues and problems in healthcare and hospital management
8. Hospital site visits, discussions and presentations on the practical aspects of hospital operations management
9. Classroom presentations of the various research techniques mentioned above

**TEXT BOOK:**

Sakharkar B.M., Hospital administration and Planning,

**PAPER VIII: OPERATIONS RESEARCH**

**SCOPE AND OBJECTIVES:**

1. To introduce the concepts, models and techniques related to quantitative aspects of decision making and control
2. To develop skills in utilizing operations research techniques for help in decision making

**COURSE CONTENTS:**

1. Basic concepts in operations research
2. Analytical and mathematical modeling techniques
3. Model building
4. Linear programming - simplex method
5. Transportation model
6. Assignment problems
7. Replacement theory
8. PERT/CPM
9. Simulation
10. Forecasting

**TEXT BOOKS:**

1. G.V.Shenoy, U.K.Shriwastav, S.C.Sharma, Operations Research for Management, Wiley Eastern Limited, New Delhi, 2<sup>nd</sup> ed. 1991