



Guru Gobind Singh Indraprastha University
Sector – 16C Dwarka, New Delhi – 110078

(Coordination Branch)


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F.No.: GGSIPU/Co-ord./49th AC/2019/211

Dated: 21st December 2020

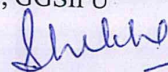
Circular

Please find enclosed herewith the final Minutes of the 49th meeting of the Academic Council of the Guru Gobind Singh Indraprastha University held on **09/11/2020 at 11:00 AM** on Cisco Webex platform.


(Ravi Dadhich)
Registrar

To

1. Dean- USBAS/ USBT/ USCT/ USEM/ USICT/ USHSS/ USMC/ USLLS/ USM&PMHS/ USMS/ USAP/ USE, GGSIP University.
 2. Director- Academic Affairs/ Coordination/ Students' Welfare/ CDMS/ Development/ International Affairs/ CEPS/ Research and Consultancy/ Legal Aid / IUIIC, GGSIP University
 3. Librarian, GGSIP University
 4. Prof. P.K. Jhulka, (Retired), Max Institute of Cancer Care, 26-A Ring Road, Nirmal Puri, Nirmal Colony, Block -2, Lajpat Nagar-IV, New Delhi-110024
 5. Prof. M.C. Sharma, 109, Nav Shakti Sadan, Sector 13, Rohini, New Delhi-110085
 6. Prof. Karmeshu, (Retired), 150, Deepali, Road No. 42, Pitampura, Delhi-110034
 7. Sh. Arvind Misra, 5/101, Mathura Road, Agra-282002
 8. Shri. Sandeep Gupta, 100 UB Jawahar Nagar, Delhi-110007
 9. Prof. Rajiv Bhat, School of Biotechnology, Jawaharlal Nehru University, New Delhi
 10. Prof. (Dr.) Pradeep Kulshrestha, Dean, School of Law, Sharda University, Plot No. 32 & 34, Knowledge Part-III, Greater Noida-201306 (UP)
 11. Ar. Rupal S. Randhawa, 204-A, Pocket B, Mayur Vihar, Phase-2, New Delhi-110091
 12. Dr. Jagdish Lal Gupta, CP-18, Maurya Enclave, Pitam Pura, Delhi-110034.
 13. Prof. Sanjiv Mittal, University School of Management Studies, GGSIP University
 14. Prof. U.K. Mandal, University School of Chemical Technology, GGSIP University
 15. Prof. Udayan Ghosh, University School of Information Communication & Technology, GGSIP University
 16. Dr. Nimisha Sharma, Associate Professor University School of Biotechnology, GGSIP University
 17. Dr. Gulshan Dhamija, Asst. Professor, University School of Basic and Applied Science, GGSIP University.
 18. Prof. M.N. Hoda, Director, Bharti Vidhyapeeth's Institute of Computer Application & Management, A-4, Paschim Vihar, Rohtak Road, New Delhi-63.
 19. Prof. (Dr.) Sonia Jindal, Principal, Gitarattan Institute of Advanced Studies and Training, Rohini, Delhi-85.
 20. Dr. Ravi K. Dhar, Director, Jagannath International Management School, OCF, Pocket-9, Sector-B, Vasant Kunj, New Delhi-110070.
 21. Dr. Surendra Kumar, Principal, Delhi Institute of Rural Development, Holamb Khurd, Delhi.
 22. Dr. Maharaj Krishen Bhat, Director, Maharaja Agrasen Institute of Management Studies, Maharaja Agrasen Camp, Plot No. 1, Sec-22, Rohini, Delhi.
- Copy for information of the Competent Authority:
1. AR to the Vice Chancellor Secretariat for kind information of Hon'ble Vice Chancellor, GGSIPU
 2. AR to the Registrar office for information of Registrar, GGSIPU


(Shikha Agarwal)
Dy. Registrar (Coordination)

**GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY
SECTOR – 16 C, DWARKA, NEW DELHI - 110078**



**GURU GOBIND SINGH
INDRAPRASTHA
UNIVERSITY**

FORTY NINETH (49th) MEETING OF THE ACADEMIC COUNCIL

DATE: 9th NOVEMBER, 2020 (MONDAY)

TIME: 11:00 A.M.

MINUTES

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Minutes of the 49th meeting of the Academic Council held on 09.11.2020, at 11:00 a.m. online in Cisco Webex Platform.

The 49th meeting of the Academic Council was chaired by Prof. (Dr.) Mahesh Verma, Vice Chancellor, GGS Indraprastha University and the following members were present:

1. Prof. M.C. Sharma (Rtd.), IGNOU, Delhi	Member
2. Prof. Karmeshu (Retired) JNU, New Delhi	Member
3. Shri Sandeep Gupta, Chief Executive Officer, Academy of Embedded Technology, Delhi.	Member
4. Prof. (Dr.) Pradeep Kulshrestha, Dean School of Law, Sharda University, Greater Noida.	Member
5. Ar. Rupal S. Randhawa, 204-A, Pocket-B, Mayur Vihar, Ph-II, New Delhi-110 091	Member
6. Dr. Jagdish Lal Gupta, CP-18, Maurya Enclave, Pitampura, Delhi-110 034	Member
7. Prof. Anu Venugopalan, Dean, USB&AS, GGSIPU.	Member
8. Prof. K.K. Aggarwal, Dean, USBT, GGSIPU	Member
9. Prof. U.K. Mandal, Dean, USCT, GGSIPU	Member
10. Prof. Rita Singh, Dean, USEM, GGSIPU.	Member
11. Prof. Pravin Chandra, Dean, USICT, GGSIPU.	Member
12. Prof. Manpreet Kaur Kang, Dean, USH&SS & Director, Students' Welfare, GGSIPU.	Member
13. Prof. Anup Singh Beniwal, Dean, USMC, GGSIPU	Member
14. Prof. Amarpal Singh, Dean, USL&LS, GGSIPU.	Member
15. Dr. Yatish Agarwal, Dean, USM&PMHS, GGSIPU.	Member
16. Prof. A.K. Saini, Dean, USMS, & Director (Development) / (IUIIC), GGSIPU.	Member
17. Prof. Neeraja Lugani Sethi, Dean, USAP, GGSIPU.	Member
18. Prof. Dhananjay Joshi, Dean, USE, GGSIPU.	Member
19. Prof. Sanjiv Mittal, Director (Academic Affairs), GGSIPU.	Member
20. Prof. Amarjeet Kaur, Director (CDMS) GGSIPU.	Member
21. Prof. A.K. Narula, Director, CEPS, GGSIPU.	Member
22. Prof. Avinash C Sharma, Director, (Research & Consultancy), GGSIPU.	Member
23. Dr. Savita Mittal, In charge Library, UIRC, GGSIPU.	Member
24. Prof. Udyan Ghosh, USICT, GGSIPU	Member
25. Dr. Nimisha Sharma, Associate Professor, USBT, GGSIPU.	Member
26. Dr. Gulshan Kumar, Assistant Professor, USBAS, GGSIPU.	Member
27. Prof. M.N. Hoda, Director, Bharti Vidyapeeth's Institute of Computer Application & Management, New Delhi.	Member
28. Prof. (Dr.) Sonia Jindal, Principal, Gitarattan Institute of Advanced Studies and Training, Rohini, Delhi-85.	Member
29. Prof. Ravi K. Dhar, Director, Jagannath International Management School, Vasant Kunj, Delhi	Member
30. Dr. Surendra Kumar, Principal, Delhi Institute of Rural Development, Delhi.	Member
31. Dr. Maharaj Krishen Bhat, Director, Maharaja Agrasen Institute of Management Studies, Delhi.	Member
32. Sh. Ravi Dadhich, Registrar, GGSIPU	Member Secretary

Ravi

Additional Agenda Item No. AC 49.26: Approval of starting two new Schools at East Delhi Campus situated at Surajmal Vihar of GGSIP University.

The Academic Council considered and approved the Agenda Item regarding approval of starting two new Schools at East Delhi Campus situated at Surajmal Vihar of GGSIP University.

Additional Agenda Item No. AC 49.27: Ratification of inclusion of NSS/NCC/NSO/Clubs under Srijan, i.e., 04 such activities of 02 credits as NUES to be offered in all programmes run by University School of Studies in GGSIP University.

The Academic Council deliberated on the agenda and desired the item may be further examined by all the stakeholders and shall be placed before the next meeting of Academic Council for consideration

Additional Agenda Item No. AC 49.28: To consider and approve the modification in the academic schedule and conduct and examination plan for the current academic session 2019-20 in the forthcoming meeting of the academic council for ratification.

The Academic Council considered and approved the modification in the academic schedule and conduct and examination plan for the current academic session 2019-20.

Additional Agenda Item No. AC 49.29: Ratification of the scheme & syllabus of Post Graduate Diploma in Healthcare Management Programme of 01 year duration to be started from academic year 2020-21.

The Academic Council considered and approved the scheme & syllabus of Post Graduate Diploma in Healthcare Management Programme of 01-year duration to be started from academic year 2020-21.

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GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY

Scheme

Of

POST GRADUATE DIPLOMA IN HEALTH CARE MANAGEMENT

For

Academic Session 2020-21 Onwards

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY

DWARKA, NEW DELHI (INDIA).

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Entrepreneurship | Employability | Skill Development

POST GRADUATE DIPLOMA IN HEALTH CARE MANAGEMENT

Background

The University is considering the launching of admission to the first of its kind innovative POST GRADUATE DIPLOMA IN HEALTHCARE MANAGEMENT on weekend basis for the practicing healthcare professionals/hospital administrators to upgrade their knowledge and skill in healthcare management to serve the population in more efficient and effective manner at the same time improving their career prospects and progression.

Rationale for the Program

India ranks 145 among 195 countries in the healthcare index. As the world's second-most-populous country and one of the fastest-growing economies, India faces both unique challenges and unprecedented opportunities in the sphere of public health. In the current time, the discussion on the public health has also brought much needed focus on the needs of the health care professionals now popularly called as "Health Warriors".

The healthcare industry in India is rapidly growing, with multi-million-dollar investments made by various national and international agencies, the pharmaceutical sector, central and state governments, and other developmental agencies. The hospital industry in India is expected to grow at CAGR of 16-17 percent to reach to a record US\$132 billion by FY 2022. The various committees on Health aspects recommend strengthening health sector management by supporting skill and knowledge-based programs in public healthcare management for the health care professionals in different systems of medicine such as Allopathic, AYUSH (Ayurveda, Yoga, Unani, Siddha and Homeopathy) as well as nursing and allied fields.

India presently has 1.3 beds per 1000-population as against 3.5 per 1000 norm set by WHO for developing nations. The growing demand for healthcare program can also be justified by a fact that the number of hospitals grows rapidly across the country. In order to respond to this growth effectively, there is a need to create human resource capacities in the areas of public health management and hospital administration. Health manpower is defined as the people who are specialized and trained in promoting health, in preventing and curing diseases. Therefore, the primary objective of health workforce is to provide specialized health personnel in the desired number with all the suitable skills at the right time or right place. The performance of healthcare system of any country depends on the availability of the health care infrastructure and health manpower.

Though the process of building human resource capacities in healthcare management has already started, there is still scope for a lot of learning and education, in order to achieve the objective of a strong healthcare management workforce. This global crisis has brought focus on the healthcare professionals, as they continue to fight on the frontlines to execute their job while in a persistent state of survival mode in order to protect everyone around them. In order to support the frontline health care professionals, we must initiate some schemes for their career growth.

Keeping the demand into consideration, it is observed that there is little opportunity for practicing healthcare professionals/hospital administrators to upgrade their knowledge and skill in healthcare management. Hence, this proposal is for introducing educational innovations in India to expand skills training, diploma/degree programs, and leadership development to strengthen public health training and build capacity across the health sector in India. The

proposal for introducing Executive Diploma program in Healthcare Management to satisfy the emerging need is a step in this direction.

Partnering Institution

The PG Diploma in Healthcare Management will be conducted by University School of Management Studies (USMS), GGSIP University, Delhi in association with Association of Healthcare Providers (India) (AHPI), with the objective of making the deliverables of the programme very intense and practical. AHPI works as “not for profit” organization and advocates with the government, regulatory bodies and other stake holders on issues, which have bearing on enabling its members organizations to deliver appropriate healthcare services to community at large. AHPI also works on building capacity in Indian Health Systems with focus on healthcare quality and making healthcare affordable.

Objective

1. The program is aimed at catering to the continuing educational needs of the working/employed people in the government, public and private sector who want to hone their management skills and improve their career potential to serve the industry and the society.
2. To develop conceptual knowledge and skills of the participants to assume higher responsibilities through acquisition of contemporary training in real settings of educational and healthcare institution.

Salient Features of the Program

The realization of the need to serve the growing population of working individuals who cannot leave their full-time jobs to pursue higher studies. It is also realized that not everyone is able to tackle the challenging task of juggling work, personal life and rigors of study on day-to-day basis. Some salient features of the proposed program are:

- **One-Year Program**
- **No. of Seats -45**
- **Two Semesters**
- **Classes on weekends i.e. Saturdays, Sundays (9.00 A.M. TO 6.00 P.M.)**
- **Target Group: Working/Employed Health care professionals**
- **Interactive Pedagogy**
- **No Upper Age Limit**
- **Reservation of Seats: As per University norms.**
- **Fee Structure: Annual fee payable for the course is Rs.81000.**

Program Focus

V.A.C. Model

- **Valuable (V)** – The PG Diploma shall be awarded by University at par with other similar programs.
- **Affordable (A)** – The fee structure is quite economical in comparison with similar programs offered by other institutions.
- **Convenient (C)** – The classes are held on weekends thereby making it convenient for the working professionals to pursue the course without any inconvenience at workplace

Pedagogy

The participants of this course are working and employed professionals who are already aware of the organizational environment. This requires pedagogical tools that are interactive and tailor-made to serve the needs of the students from health care roles.

The list of prominent teaching tools (but not limited to) is:

- Conventional class room teaching/online teaching from AHPI/USMS
- Case Studies, Individual/group assignments/presentations
- Self-Study through pre-supplied course material.
- Hospital visits
- Subject relevant software inputs
- Project based Learning
- Others - Extensive value-added inputs on diverse set of issues being faced by the industry through Guest Lectures and invited talks from eminent healthcare industry professionals.

Eligibility Criteria

Any Healthcare Professional with Graduate or Post-Graduate Degree from a recognized university in any discipline with a minimum of 50% marks and having minimum experience of 1 year in a Healthcare organization. A NOC from the employer would be required for admission.

Admission Criteria

The merit list for admission will be prepared based on the marks obtained in qualifying degree (70% weightage) plus marks obtained in Interview (30 % weightage). The candidate has to compulsorily appear in the interview for assessing the suitability for the programme. The marks obtained based on the above weightages, i.e. out of 100 shall be the basis for the preparation of merit list for admission.

Attendance

The attendance of students is compulsory in all courses, as per University ordinance.

Evaluation system

- Continuous and dynamic
- Evaluation shall be done in each semester

Target Date for the start of Academic Programmes

The target date for commencement of programme is 2020-21 SESSION.

SCHEME
Post Graduate Diploma in Health Care Management

Semester 1

Code No.	Course Name	Credits
PGDHM-101	Introduction to Management and Healthcare System	2
PGDHM-103	Organizational Behavior and HRM in Health Care	2
PGDHM-105	Operations Management- Non-Clinical/Support Services	3
PGDHM-107	Communication in Healthcare	2
PGDHM-109	Operations Management- Clinical Services	3
PGDHM-111	Public Health Management	2
PGDHM-113	Choice based Online Open Course (MOOCs/NPTEL/any other similar course)	2
PGDHM-115	Minor Healthcare/Hospital Project	14
	Semester Credits	30

Semester 2

Code No.	Course Name	Credits
PGDHM-102	Statutory and Regulatory Requirements in Healthcare	2
PGDHM-104	Marketing and Brand Building of Healthcare Services	2
PGDHM-106	Quality and Accreditation in Healthcare	3
PGDHM-108	Financial Management in Health Care Organization	2
PGDHM-110	Health Care Information System	3
PGDHM-112	Choice based Online Open Course (MOOCs/NPTEL/any other similar course)	2
PGDHM-114	Major Healthcare/Hospital Project	16
	Semester Credits	30

Total Program credits: 30+30=60

Credits required to complete the Program: 56

Note: 1 credit = 1 hour of teaching. The semester will spread over 21 weeks.

Note: a) A student who completes Semester – I successfully but want to quit, shall be awarded Certificate in Health care management.

b) A student who complete successfully both the semesters I and II, shall be awarded PG Diploma in Health care management.

c) A student who has successfully completed certificate in health care management shall be allowed to join the second semester of PG Diploma programme in healthcare management.

DETAILED CONTENTS
POST GRADUATE DIPLOMA IN HEALTH CARE
MANAGEMENT

Program Outcomes (POs)

On completion of the completion of the program, the participants will be able to:

- PO1-** To prepare candidate's conceptual skills for planning, healthcare policy formulations, financial management, material management, effective resource utilization and various legal and regulatory issues
- PO2-** To prepare candidates to have a scientific approach to management in general with hospital operational management in particular
- PO3-** To train the candidates in planning, designing and architectural requirements of clinical services department, supportive services and facility managements departments.
- PO4-** Develop the novel models of healthcare by using technology, and to anticipate issues in clinical risk management and compliance to guidelines
- PO5-** To prepare students in application of epidemiological and bio-statistical techniques for evaluating the Health care programs and to plan, organize the medical care within planned resources
- PO6-** To train candidates in general principles of management, organizational behavior, branding, interpersonal skills, conflict resolution and participative management techniques and skills.
- PO7-** To provide necessary skills and knowledge for practical implementation of strategies with relation to state of art modern hospitals and health technologies in India and other countries of the world

Programme Specific Outcomes

- PSO1:** Display a strong understanding of financial decision-making, financial policy and strategy and the imperatives for ensuring the financial health of the firm.
- PSO2:** Demonstrate knowledge of financial markets and institutions, regulatory frameworks and major financial services.
- PSO3:** Apply statistical and financial analytical tools and techniques for analysis, interpretation, modelling and presentation of financial data for effective decision-making.
- PSO4:** Apply an analytical approach to business valuation, tax planning, corporate mergers & acquisitions and investment decisions.
- PSO5:** Apply theories and techniques for risk-return analysis, optimum portfolio formulation and wealth management

SEMESTER-1

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
POST GRADUATE DIPLOMA IN HEALTH CARE MANAGEMENT

Introduction to Management and Healthcare System

Course Code: PGDHM-101

Credit: 2 Hours: 28

Objective: To provide basic knowledge about principle of management to prepare competent professionals to manage 'Health Care Organizations and Institutions' effectively and efficiently.

Course Contents

Unit I

Introduction to Management- Management Versus Administration, Principles of Management, Management Information system; Managerial Skills, Tasks, Functions and Responsibilities. **(7Hours)**

Unit II

Management Processes and Approaches, MBO; Organization Structure & Design, and Managerial Communication. **(7Hours)**

Unit III

History and evolution of healthcare services ; Identification of the major stake holders and planning of health services; Present status of healthcare system and services. **(7Hours)**

Unit IV

Types of Health Care Organization (HCO) in private and public sector for delivering of primary, secondary and tertiary care and their management; Organizational Structure (Matrix, Hierarchy, Types of organizations, Chain of command, Span of control, Centralization and decentralization, Formal and non-formal Organization). **(7Hours)**

Suggested Readings::

- (1) The practice of Management-Peter F Drucker
- (2) Sharan B. Buch Binder & Nancy H. Shanks –Introduction to Healthcare Management, Jones & Bartlett Publishers 2nd Edition
- (3) Leigh W. Cellucci, Michael R. Meacham, Tracy J. Famsworth – Essentials of Healthcare Management, Health Administration Press 2019
- (4) Hospital Administration & Management, by JOYDEEP Das Gupta
- (5) Hospital mgmt. and administration principles and practice including law by Subramaniam B V
- (6) Leigh W. Cellucci, Michael R. Meacham, Tracy J. Famsworth – Essentials of Healthcare Management, Health Administration Press 2019
- (7) Gupta, A.K. & Govindarajan, V. ((2002). Cultivating a Global Mindset, *Academy of Management*, 16(1), 116-126
- (8) Howe, N. & Strauss, W. (2007). The Next 20 Years: How Customer and Workforce Attitudes Will Evolve, *Harvard Business Review*, 85(7/8), 41-52

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
POST GRADUATE DIPLOMA IN HEALTHCARE MANAGEMENT

Organizational Behaviour and HRM in Health Care

Course Code: PGDHM-103

Credit: 2 Hours: 28

Objective- To train candidates in general principles of HR management, organizational behavior, interpersonal skills, conflict resolution and participative management techniques and skills.

Course Contents

Unit I

Individual Determinants of Organization Behavior: Perception, Learning, Personality, Attitudes and Values, Motivation, Job Anxiety and Stress. Group Dynamics and Interpersonal Relations, Management of Organizational Conflicts, Management of Change, Leadership and Theories and Styles **(7 Hours)**

Unit II

Introduction to Human Resource Management: Meaning and definition of HR; HRM Objectives, scope, and functions; Roles and Responsibilities of the Human Resource Manager; HRM Policies and Procedures; HRM as a competitive advantage in the changing environment.

Meaning, Concept and Scope of Strategic Human Resource Management (SHRM); Manpower Planning, selection and training for a typical HCO setting: Concept and objectives of Human Resource Planning, Need and importance of HR Planning; Job Analysis – Definition, Process benefits, Job Design – Definitions, approaches, job description, Job Specifications; Recruitment, Selection Process, Methods – Interview, Tests, Induction and Placement; Promotion and Transfer. **(9 Hours)**

Unit III

Process for credentialing and privileging of medical and nursing staff; Appraisal system for evaluating the performance of staff. **(7 Hours)**

Unit IV

Leadership and empowerment to achieve employee involvement; Methods to improve motivation and inter-personal communication; Meetings and conference protocols and preparations. **(5 Hours)**

Suggested Readings::

1. Organizational Behavior, by Aswathappa K
2. Ivancevich, J. (2011), *Human Resource Management*, 10th edn, McGraw-Hill
3. Cascio, W. (2009), *Human Resource Management*, 8th edn., McGraw-Hill
4. Dessler, G. & Varkey, B. (2011), *Human Resource Management*, 12th edn., Pearson Education
5. Ulrich, D. (1996), *Human Resource Champions: The Next Agenda for Adding Value and Delivering Results*, Harvard Business School Publishing
6. Goyal, R.C. Hospital Administration and Human Resource Management, Prentice Hall of India Private limited New Delhi, 2005.

7. Bartlett, C.A. & Ghoshal, S. (2002). Building Competitive Advantage Through People, *MIT Sloan Management Review*, Winter 2002
8. Chen, H. & Hsieh, Y. (2006). Key Trends of the Total Reward System in the 21st Century, *Compensation and Benefits Review*, 38, 64-70
9. Gupta, A.K. & Govindarajan, V. ((2002). Cultivating a Global Mindset, *Academy of Management*, 16(1), 116-126
10. Howe, N. & Strauss, W. (2007). The Next 20 Years: How Customer and Workforce Attitudes Will Evolve, *Harvard Business Review*, 85(7/8), 41-52
11. Kirby, J. (2005). Toward a Theory of High Performance. *Harvard Business Review*, 83(7), 30-39
12. Developing the Talent, You Have: Strategies for Training and Development, 7089BC, HBSP
13. <https://hbsp.harvard.edu/human-resource-management/> (online resources)

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
POST GRADUATE DIPLOMA IN HEALTHCARE MANAGEMENT

Operations Management- Non-Clinical/Support Services

Course Code: PGDHM-105

Credit: 3 Hours: 42

Objective- To prepare candidates to have a scientific approach in management of hospital departments and functions related to Non-Clinical Services.

Course Contents

Unit I

Front Office-Admission, Billing: Reception, displays, patient guidance services; Consents and counselling services; Policies and procedures; Insurance, Cash, Ayushman Bharat and other government schemes.

House Keeping: Principles of hygiene, sanitation and infection control in hospitals; Staffing, training and service standards for outsourced/in-house services; Implementation and monitoring of housekeeping standards in hospitals.

Medical Records: Statutory requirements and infrastructure; Coding, indexing, filing and computerization; Medical records audit. **(10 Hours)**

Unit II

Central Sterile Supply Department (CSSD): Layout, space, staffing, policies, procedures and equipment; Infection control, validation of sterility and safety.

Linen and Laundry: Policies, procedures, infrastructure and staffing; Process flow, segregation, washing and infection control and service standards

Food Services: Hygiene and safety protocols, HACCP standards; Policies, procedures, nutrition and dietetics standards, modified diets; Kitchen, food handling and infection control. **(10 Hours)**

Unit III

Bio-medical & other Engineering Services: Preventive, corrective maintenance and hospital specific requirements of equipment like air-conditioning etc.; Inventory, calibration and services; Service standards and indicators of performance

Medical Gases: Safety and statutory requirements; Policies and procedures of maintenance and service standards; Monitoring requirements.

Ambulance services, Mortuary services: Policies and procedures for both services; Statutory requirements; Infection control, service standards and monitoring parameters

Hospital security services: Policies, procedures, service standards and statutory requirements; Requirement of infrastructure and staffing requirements. **(10 Hours)**

Unit IV

Purchase & Supply Chain Management: Policies and procedures; Infrastructure and staffing; Service standards and performance indicators.

Procurement Strategies: Art of negotiation; Information management requirements

Inventory Management: Inventory analysis ABC, VED, HML, FSN etc.; Storage and stores management

Pharmacy Management: Drugs and consumables management including formulary policies and procedures; Emergency stocks/reserve stocks/reorder levels, LASA, High risk and other safety requirements; statutory requirements. **(12 Hours)**

Suggested Readings:

1. Principles of Hospital administration: John R McGibbon MD
2. Hospital planning and administration: R Llewelyn- davies, HMC Macaulay WHO monograph series
3. Modern Hospital: international planning practices Ervin Putsep
4. National guidelines for infection prevention and control in healthcare facilities MOHFW, Government of India Jan 2020
5. CSSD guidelines MOH&SS first edition 2015 Government of Namibia.
6. The sterile supply department Hospital infection control society of India guidelines.
7. Operations management: theory and practice by Pearson by B Mahadevan
8. Planning and designing of healthcare facilities by Dr Shakti Gupta
9. Shakti Gupta, Sunil Kanth – Hospital Stores Management, Jaypee Brothers, 2000
10. Gopalakrishnan, P., Purchasing and Materials Management, Tata McGraw Hill, New Delhi, 1995.
11. Hospital Administration, DC Joshi, Mamata Joshi, Jaypee Brothers Medical Publishers
12. Hospital Administrator's Desk book, Robert C. Benjamin & Rudolph C. Kemppainen, Prentice-Hall Inc.
13. Gupta S.K. Sunil Kant Chandra Shekhar; R Satpathy, Modern Trends In Planning And Designing Of Hospitals, Jaypee Brothers Pvt. Ltd.; January 2007. ISBN 9789350255506
14. Syed Amin Tabish, Hospital and Nursing Homes Planning, Organizations & Management, Jaypee Brothers Medical Pub (P) Ltd.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
POST GRADUATE DIPLOMA IN HEALTHCARE MANAGEMENT

Communication in Healthcare

Course Code: PGDHM-107

Credit: 2 Hours: 28

Objective- To train participants in Communication skills with regards to interpersonal communication skills with patients and with colleagues & building empathy to enhance patient centricity

Course Contents

Unit I

Principles of healthcare communication: Communication model (sender and receiver), levels of competence in communication learning, the importance of empathy, video-based learning of what is good and bad communication); Types of Communication (Written Communication, Oral Communication, Non- Verbal Communication; (importance of nonverbal communication, unacceptable abbreviations); Barriers of Communication (Filtering, Selective Perception, Lack of planning, Semantic Distortion, Unclearified Assumptions, Information Overload, Poor listening & Premature Evaluation, prejudice, language barriers,); (internal vs external barriers of communication).

(10 Hours)

Unit II

Listening Skills: (Definition of listening, the difference between hearing and listening, types of listening traits, active listening techniques, video-based learning of bad and good listening), **Breaking Bad News'** (definition of bad news, spikes model, PPPP model, a role plays based teaching of breaking bad news).

(6 Hours)

Unit III

Style of Communication: (passive, passive-aggressive, aggressive and assertive communication styles, techniques for assertive communication styles, role play-based learning of styles of communication) **Emotions** (Distrust, threat, Fear) **Loss of Transmission & Poor Retention**

(6 Hours)

Unit IV

Impersonal Communication; Cross Cultural communication; barriers for cross-cultural communication i.e., language, literacy, gender attitudes, poor retention.

(6 Hours)

Suggested Readings:

1. Communicate, care & cure...by Alexander Thomas, 3rd edition,
2. The Art of Communication in Nursing and Health Care: An Interdisciplinary Approach by Theresa Raphael-Grimm | 30 December 2014
3. The Fine Art of Communication by Dr. B, M Hegde, paras publishers.
4. Healthcare Communication in India(HB) Hardcover – 1 January 2019, by UMA NARULA (Author),
5. Contemporary Business Communication. 5th Ed. Biztantra: New Delhi
6. Penrose J M, Rasberry R W & Myers R J. 2002. Advanced Business Communication. 4th Ed. Thomson South- Western: Singapore
7. Raymond V Lesikar, John D Pettit, and Mary E Flatly. 2009. Lesikar's Basic Business Communication. 11th
8. Scot Ober, Ph.D. Contemporary Business Communication Fifth edition (Indian Adaptation), Biztantra

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
POST GRADUATE DIPLOMA IN HEALTHCARE MANAGEMENT

Operations Management- Clinical Services

Course Code: PGDHM-109

Credit : 3 Hours: 42

Objective- To provide knowledge & practical skills for management of hospital operations of Clinical department and functions.

Course Contents

Unit I

Departmental Functioning, Staffing and Management: Infrastructure requirements, layout, policies, procedures and flow; Departmental quality requirements.

OPD & IPD Operations: Policies, procedures, staffing, layout, flow; Standardized documentation and quality standards.

(12 Hours)

Unit II

General Measures for Hospital Infection Control: Hospital infection control manual, hospital infection control committee, infection control nurses; Department specific infection control standards; Antibiotic policy, antibiotic stewardship program and implementation; Monitoring, tracking, analyzing infections and its interpretation.

(10 Hours)

Unit III

Medical Lab Services: Policies, procedures, infrastructure, staffing and quality standards; Accreditation requirements; Blood Bank: Policies, procedures, staffing and quality standards; statutory requirements; Radiology: Statutory requirements; Policies, procedures, staffing and quality standards.

(10 Hours)

Unit IV

Operation Theatre: Infection control; Policies, procedures, layout, flow, staffing and quality assurance; ICU, NICU, PICU, HDU and CCU: Infection control; Policies, procedures, layout, flow, staffing and quality assurance

Rehabilitation: Infrastructure, policies, procedures, layout, flow, staffing and safety requirements; Monitoring standards

(10 Hours)

Suggested Readings:

1. Principles of Hospital administration: John R McGibony MD
2. Hospital planning and administration: R Llewelyn- davies, HMC Macaulay WHO monograph series
3. Hospital Infection Control Guidelines: Principles and Practice By: Sanjeev Singh, Shakti Kumar Gupta, Sunil Kant (2012)
4. Safety Management in Hospitals by Dr SK JOSHI
5. Modern Hospital: international planning practices Ervin Putsep

6. National guidelines for infection prevention and control in healthcare facilities MOHFW, Government of India Jan 2020
7. Operations management: theory and practice by Pearson by B Mahadevan
8. Essentials of hospital infection control by Apurba S Shastri
9. Jay Hazer, Principles of Operations Management, Prentice Hall, New Jersey,
10. Roger G., Operations Management - Decision Making in Operations Function, GrawHill., New Delhi.
11. Hospital Administration, DC Joshi, Mamata Joshi, Jaypee Brothers Medical Publishers
12. Hospital Administrator's Desk book, Robert C. Benjamin & Rudolph C. Kemppainen, Prentice-Hall Inc.
13. Gupta S.K. Sunil Kant Chandra Shekhar; R Satpathy, Modern Trends in Planning and Designing of Hospitals, Jaypee Brothers Pvt. Ltd.; January 2007. ISBN 9789350255506
14. Syed Amin Tabish, Hospital and Nursing Homes Planning, Organizations & Management, Jaypee Brothers Medical Pub (P) Ltd.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
POST GRADUATE DIPLOMA IN HEALTHCARE MANAGEMENT
Public Health Management

Course Code: PGDHM-111

Credit: 2 Hours: 28

Objective- To prepare students in application of epidemiological and bio-statistical techniques for evaluating the Health care programs and to plan, organize the medical care within planned resources and managing health services including during disaster and pandemic.

Course Contents

Unit I

Introduction to Public Health in India; Public Health Structure & Human Resource; National Health Policy 2017; Universal Health Coverage, AYUSHMAN BHARAT **(7 Hours)**

Unit II

Public Health Finance and resource allocation; Sources of demographic & Health data; Epidemiology: Measurement of Morbidity & Mortality; Biostatistics: Descriptive & Inductive Statistics. **(7 Hours)**

Unit III

Communicable diseases & Control; Anti-microbial agents and drug resistance; Non-Communicable diseases; Environmental & Occupational Health. **(7 Hours)**

Unit IV

Disaster and Pandemic management; Promotive/ Preventive Health; Nutrition: Carbohydrates, Fiber, Lipid, Protein, minerals; Drinking Water, Sanitation. **(7 Hours)**

Textbook References:

1. K. Park, "Textbook of Preventive and Social Medicine", 25th Edition, 2019, Banarasidas Bhanot **Publishers**
2. *Disease Outbreak Management: Hospital Administrators' Perspective* By: Shakti Kumar Gupta, Sunil Kant, Jitendra Kumar Sharma (2013)
3. Susan Carr, Nigel Unwin, Tanja Pless-Mulloli, An Introduction to Public Health and Epidemiology, Second Edition, 2007, Open University Press
4. Amir Khorram-Manesh (Ed.), HANDBOOK OF DISASTER AND EMERGENCY MANAGEMENT, 2017, ISBN 978-91-639-3200-7 Printed in Gothenburg Sweden 2017 By Kompendiet
5. Emergency medicine trauma and disaster management from pre hospital to hospital and beyond by Emmanouil pikolouis
6. Bhende A & Kanitkar T. 1992. Principles of Population Studies. Himalaya Publishing House: Bombay. 5th Ed.

Online Resources:

- [https://www.who.int/news-room/fact-sheets/detail/universal-health-coverage-\(uhc\)](https://www.who.int/news-room/fact-sheets/detail/universal-health-coverage-(uhc))
- https://www.nhp.gov.in/nhpfiles/national_health_policy_2017.pdf
- <https://www.nhp.gov.in/healthprogramme/national-health-programmes>

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
POST GRADUATE DIPLOMA IN HEALTHCARE MANAGEMENT

Choice Based Online Open Course (MOOCs/NPTEL)

Course Code: PGDHM-113

Credit: 2 Hours: 28

Objective- The purpose of the course is to give a flexibility to the student to adopt self-learning in a selected course of from any domain considered important for the program being pursued by the candidate. The details of the chosen course should be informed by the student well in time in the beginning of the semester to the concerned Dean/Coordinator of the Program. The selected course should have the similar structure and weightage. The decision of the Dean/Coordinator shall be final in this respect.

The student has to undertake the course from online digital resources and submit the successful completion certificate to the University to take the benefit of credits earned for completion of the program.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
POST GRADUATE DIPLOMA IN HEALTHCARE MANAGEMENT

Minor Healthcare/Hospital Project

Course Code: PGDHM-115

Credit: 14

Objective- The objective of this minor project is to enable the students to apply the knowledge acquired during the semester through various courses, to be applied and prepared in the form of a project. This may involve a project in real life healthcare setting.

The suggested structure of the project is as under:

1. Descriptive title of the study
2. Nature of the study
 - Problem to be examined
 - Significance and need for the study
 - Background information available
 - Scope of the study – extent and limitations
 - To whom will it be useful?
3. Hypothesis, if any, to be tested
4. Data Sources and Collection procedure
5. Methodology for data analysis
6. Schedule – target dates for completing
 - Review of Literature (Library/Internet research)
 - Primary research
 - Data analysis
 - Findings and conclusions
 - Future scope
7. Bibliography

SEMESTER-2

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
POST GRADUATE DIPLOMA IN HEALTHCARE MANAGEMENT
Statutory and Regulatory Requirements in Healthcare

Course Code: PGDHM-102

Credit: 2 Hrs: 28

Objective - To train candidate in healthcare/hospital regulations and laws.

Course Contents

Unit I

Regulatory Renewable Licenses- AERB, Biomedical Waste (Management and Handling) Rules, Fire safety, Explosives Act, Gas Cylinder Rules, Air & Water Pollution Act; Project related Compliances- Building Plan & Completion approval **(7 Hours)**

Unit II

Laws pertaining to Hospitals: Transplantation of Human Organs Act, Narcotic and Psychotropic Substance Act, Drug and Cosmetic Act, (MTP) Act; Pharmacy Act, Medical Termination of Pregnancy, PC/PNDT Act, Mental Health Act ; Indian Medical Council Act, Epidemics Act, Disaster Management Act **(7 Hours)**

Unit III

Laws for Human Resources- Minimum Wages Act, ESI Act and Rules, Workmen compensation Act, Contract Labor, Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal Act)2013; Telemedicine Guidelines; Consumer Protection Act **(7 Hours)**

Unit IV

Medical Ethics- Medical ethics & auditory procedures; Informed Consent; Negligence; Legal Aspect of Medical Records and Certificates; Preventive steps to avoid litigation **(7 Hours)**

Suggested Readings

1. Jaypee Textbook on Medico Legal Issues by Satish Tiwari Mahesh Baldwa Mukul TiwariAlka Kuthe
2. Law of medical negligence and compensation by RK Bag, Eastern Law House
3. Medical negligence and Compensation by Dr Jagdish Singh, Bharat Law Publications
4. V V Pillay, "TEXTBOOK OF FORENSIC MEDICINE & TOXICOLOGY", Paras MedicalPublisher, 18th Edition
5. Dr. K. S. Narayan Reddy, Dr. O.P. Murthy, "THE ESSENTIALS OF FORENSICMEDICINE AND TOXICOLOGY", The Health Sciences Publishers, 33rd Edition, 2014
6. Indian Penal code, Indian Evidence Act, Criminal Procedure code Industrial Disputes Act,Indian Companies Act Indian Medical council act.
7. Anoop Kaushal K, Medical negligence and legal remedies, 3rd edition, universal lawPublishcr.5. New Delhi, 2004.
8. Business Ethics by Ferrell, Fraedrich and Ferrell, 9th Edition, Cengage publishers.
9. "MEDICAL ETHICS" by CM Francis, Jaypee – The Health Sciences Publisher
10. "LEGAL AND FORENSIC MEDICINE" edited by Roy G. Beran, Volume 3, SpringerReference, 2013
11. "LEGAL ISSUES IN MEDICAL PRACTICE- Medicolegal Guidelines for Safe Practice"edited by V P Singh, The Health Sciences Publisher, First Edition – 2016

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
POST GRADUATE DIPLOMA IN HEALTHCARE MANAGEMENT

Marketing and Brand Building of Healthcare Services

Course Code: PGDHM-104

Credit: 2 Hrs: 28

Objective- To train candidates in hospital and health care market research, marketing and brand building.

Course Contents

Unit I

Importance of Marketing; Concept & Strategies of marketing; Market opportunities - 7 P's of marketing ; Emerging 4 C's of marketing. **(7 Hours)**

Unit II

Consumer behavior, its importance and handling the grievance of patients; Positioning of a hospital and its promotion; Customer relationship management. **(7 Hours)**

Unit III

Payor mix and TPA management; TPA – Functions of TPA; Digital Marketing for TPAs; Advertising and branding of hospitals -Importance of brand positioning in Healthcare Marketing **(7 Hours)**

Unit IV

Public relation management in hospital; Medical Tourism; Art of building virtual OPDs and management; Methodology of campaigns and in-plant setups. **(7 Hours)**

Suggested Readings:

1. Principles of Marketing, – By Philip Kotler, Gary Armstrong and Prafulla Agnihotri (Pearson)
2. Saxena, Rajan, Marketing Management, Tata Mc Graw Hill, 2005.
3. Douglar K., Czinkota, Hoffman, Marketing-the best practices, Thomson, 2004
4. Kolta, Kellar, Koshy, Jha, Marketing Management – A south Asian Perspective, Pearson Prentice Hall, 2012.
5. Marketing Management 15/e – By Philip Kotler and Keven Lane Keller (Pearson)
6. Marketing – By Paul Baines, Chris Fill, Kelly Page and Piyush K. Sinha (Oxford Higher Education, Asian Edition)
7. Marketing, 5e – By Grewal and Levy (McGraw Hill Education, Indian Edition)
8. Principles of Marketing – By Lamb, Hair, Sharma and McDaniel (Cengage, A South-Asian Perspective).

Online Resources:

<https://hbr.org/topic/marketing>

<http://www.mca.gov.in/MinistryV2/classification+and+registration+of+companies.html>

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
POST GRADUATE DIPLOMA IN HEALTHCARE MANAGEMENT

Quality and Accreditation in Healthcare

Course Code: PGDHM-106

Credit: 3 Hrs: 42

Objective- To provide knowledge in subject of healthcare quality and Hospital Accreditation programs.

Course Contents

Unit I

Principals of Total Quality Management; Quality System Management Standards; Quality Policy, Vision, Mission and Objectives of an HCO; Evolution of Healthcare Quality and Accreditation. **(10 Hours)**

Unit II

Quality in Healthcare & Patient Safety; Regulation & Accreditation in healthcare; Elements of NABH standard for Hospitals; Elements of NABL standard for Medical Laboratories **(10 Hours)**

Unit III

Quality Improvement tools; Lean Management and Six Sigma; Cost of Quality; 5S and KAIZEN **(10 Hours)**

Unit IV

Patient Centric Care; Patient Rights and Education; Organizing Patient Satisfaction Surveys; Value-Based Care. **(12 Hours)**

Suggested Readings:

1. A.F. Al-Assaf, MD, June A. Schemele, CRC Press
2. Handbook of healthcare quality and patient safety by Dr Girdhar Gyani & Dr Alexander Thomas
3. Sharon and Myers, "Patient Safety and Hospital Accreditation – A model for ensuring success", Springer Publishing Company, 2012 Edition
4. NABH recent Manual 5th Edition)
5. JCI recent Manual (Standards)

Online Resources:

- <https://www.jointcommissioninternational.org/store/publications-1/books-and-e-books/>
- <https://www.nabh.co/>
- <https://www.isqua.org/>
- <https://www.qcin.org/>

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
POST GRADUATE DIPLOMA IN HEALTHCARE MANAGEMENT
Financial Management in Health Care Organization

Course Code: PGDHM-108

Credit: 2 Hrs: 28

Objective- To prepare the students with the basic concepts of financial management, preparation of budgets and capital budgeting and to make the students understand various financial decisions of the hospitals.

Course Contents

Unit I

Fundamentals of Financial Management for an HCO; Nature of Finance Functions; Financial challenges faced by healthcare providers; Value and Volume budget working methodology for hospitals. **(7 Hours)**

Unit II

Costing and accounting as applied to HCOs ; Elements of capital and operating budgets for an HCO; Business Analytics and Big data management. **(7 Hours)**

Unit III

Capital Budgeting – NPV (Net present value), IRR (Internal Return of Return), PI (Profitability Index), Payback Period, Accounting Period of Return (ARR) and net EBIDTA. **(7 Hours)**

Unit IV

Consultant engagement and payment processing; Various types of reimbursement used in the health care industry; Evaluate current and future trends in the health care industry with an eye towards the financial implications and sustainability of HCO's. **(7 Hours)**

Suggested Readings:

1. I.M. Pandey, Financial Management Vikas Publishing House Pvt. Ltd., 10th edition, 2012.
2. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2012.
3. Dr.S.N. Maheshwari, Financial Management Principles & Practice, Sultan Chand & Sons, New delhi.
4. M.Y. Khan and P.K. Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011.
5. Financial Management for Hospital Administration By: GR Kulkarni, P Satyashankar, Libert Anil Gomes (2009)
6. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition, 2012.
7. Brigham, Ehrhardt, Financial Management Theory and Practice, 12th edition, Cengage Learning 2010.
8. Srivastava, Mishra, Financial Management, Oxford University Press, 2011
9. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011

Online Resources:

- [http://www.onlinebooks.info/aa.php?isbn=ISBN:8174465863&name= Financial Management](http://www.onlinebooks.info/aa.php?isbn=ISBN:8174465863&name=Financial%20Management)
- http://vcmdrp.tums.ac.ir/files/financial/istgahe_mali/moton_english/financial_management_%5Bwww.accfile.com%5D.pdf
- <http://managementhelp.org/businessfinance/>

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
POST GRADUATE DIPLOMA IN HEALTHCARE MANAGEMENT
Health Care Information System

Course Code: PGDHM-110

Credit: 3 Hours: 42

Objective- The course is intended to provide overview of Healthcare and Hospital Information Management System (HIMS) or Hospital Information System (HIS), its structure and functions. The candidate will be imparted knowledge of decision making in health care and application of information in performance tracking and analysis, monitoring of hospital services, supervision and impact evaluation. The candidate will also learn designing hospital information system and use of computers. To sum up, this course will provide necessary skills and knowledge for practical use of IT in healthcare operations and medical technologies.

Course Contents

Unit I

Introduction to Healthcare IT and Informatics (Digital Health, Health Information Technology and Health Informatics) What are digital health interventions and how does a hospital information system integrate these efforts?; Role of health information exchange and management and how to address the needs of the various stakeholders. **(10 Hours)**

Unit II

Planning and implementation of HIS for effective management of HCOs (What are the different stages of strategic and technological planning required for deploying and using HIS by the healthcare organizations or HCOs); Planning and maintaining of Electronic Health Records (Buying or Building or Customizing EMR for hospitals). **(11 Hours)**

Unit III

Introduction to medical databases, web tools and APIs for healthcare and Standards for healthcare information exchange like ICD, LOINC, SNOMED CT, HL7 FHIR; Regulatory aspects and IT security (Privacy, confidentiality and security for HIS, National Digital Health Mission, PDP Bill 2019). **(11 Hours)**

Unit IV

The future of healthcare technology – SMART HOSPITALS (Newer ways of imparting health like Smart Hospitals, tele home care, remote patient monitoring, remote ICU and mHealth); Digital Health Communications in the age of Industry 4.0 (Connected health – the role of standards for harmonizing and integrating the seamless flow of information across the healthcare delivery spectrum). **(10 Hours)**

Suggested Readings:

1. Kelkar SA, Hospital Information Systems: A Concise Study, Prentice Hall India, 2010
2. Balaraman P and Kosalram K, E –Hospital Management & Hospital Information Systems – Changing Trends I.J. Information Engineering and Electronic Business, 2013, 1, 50-58: <http://www.mecspress.org/ijieeb/ijieeb-v5-n1/IJIEEB-V5-N1-6.pdf>
3. Sarbadhikari SN and Srinivas M, Health Informatics and Health Information Management, In, Gyani G and Thomas A, Eds, Handbook of Healthcare Quality and Patient Safety, Jaypee, New Delhi, 2nd ed, 2016, Sec. 4, Ch. 17: 206-216.
4. Hui Yang and Eva. K. Lee - Healthcare Analytics – Wiley 1st edition 2016
5. Chandan K Reddy and Charu K Agarwal - Healthcare Data Analytics – Chapman and Hall/CRC 1st edition June 2015
6. Emerging Technologies for Health and Medicine, John Wiley & sons Inc
7. Management Information System (MIS) in hospitals: A computer-based approach for quality in hospital services and administration, Deep & Deep Publications.
8. V.K Singh, Paul Lillrank, Innovations in Healthcare Management, Apple academic Press Inc
9. Michael N Lewis and Tho.H Nguyen – Transforming Healthcare Analytics: The Quest for Healthy Intelligence – Wiley 1st March 24, 2020

Online Resources:

<https://healthitanalytics.com/news/10-high-value-use-cases-for-predictive-analytics-in-healthcare>
<https://www.aafp.org/practice-management/health-it/product/features-functions.html>
<https://www.healthcatalyst.com/healthcare-analytics-solutions/>
<https://healthinformatics.uic.edu/blog/how-health-care-analytics-improves-patient-care/>
<https://medicalfuturist.com/ten-ways-technology-changing-healthcare/>
<https://www.healthcatalyst.com/insights/improving-clinician-engagement-3-strategic-levels>
<https://ncube.com/blog/trends-in-healthcare-2020-get-ready-for-digital-transformation>
<https://mobidev.biz/blog/technology-trends-healthcare-digital-transformation>
<https://www.syberscribe.com.au/blog/10-emerging-trends-healthcare-technology-2019-beyond/>
<https://www.pwc.com/gx/en/industries/healthcare/emerging-trends-pwc-healthcare/mhealth.html>

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
POST GRADUATE DIPLOMA IN HEALTHCARE MANAGEMENT

Choice Based Online Open Course (MOOCs/NPTEL)

Course Code: PGDHM-112

Credit: 2 Hrs: 28

Objective- The purpose of the course is to give a flexibility to the student to adopt self-learning in a selected course of from any domain considered important for the program being pursued by the candidate. The details of the chosen course should be informed by the student well in time in the beginning of the semester to the concerned Dean/Coordinator of the Program. The selected course should have the similar structure and weightage. The decision of the Dean/Coordinator shall be final in this respect.

The student has to undertake the course from online digital resources and submit the successful completion certificate to the University to take the benefit of credits earned for completion of the program.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, NEW DELHI
POST GRADUATE DIPLOMA IN HEALTHCARE MANAGEMENT

Major Healthcare/Hospital Project

Course Code: PGDHM-114

Credit: 16

Objective- The objective of this major project is to enable the students to apply the knowledge acquired during the entire programme through various courses to be applied and prepared in the form of a major project. This will involve that the project is carried out in live healthcare setting.

The suggested structure of the project is as under:

- Descriptive title of the study
- Nature of the study
- Problem to be examined
- Significance and rationale for the study
- Background information available
- Scope of the study – extent and limitations
- To whom will it be useful?
- Hypothesis, if any, to be tested
- Data Sources and Collection procedure
- Methodology for data analysis
- Schedule – target dates for completing
- Review of Literature (Library/Internet research)
- Primary research/Secondary research
- Data analysis
- Findings and Conclusions
- Bibliography

COURSE OUTCOMES

SEMESTER 1

Introduction to Management and Healthcare System

Course Code: PGDHM-101

Credit: 2 Hours: 28

Objective: To provide basic knowledge about principle of management to prepare competent professionals to manage 'Health Care Organizations and Institutions' effectively and efficiently.

CO1: Equipped with understanding of management as compared to administration and acquire skills to perform/ undertake various managerial tasks, functions and responsibilities

CO2: Understand various processes and approaches of management including organisational structure and communication process

CO3: Understand evolution of health care services and identify its stakeholders

CO4: Develop an understanding of different types of health care organizations while acquiring insight on their structure and functioning

Organizational Behaviour and HRM in Health Care

Course Code: PGDHM-103

Credit: 2 Hours: 28

Objective- To train candidates in general principles of HR management, organizational behavior, interpersonal skills, conflict resolution and participative management techniques and skills.

CO1: Equipped with understanding of determinants of organizational behaviour in health sector

CO2: Understand the general principles of HR management and its objectives, scope and functions in relation to health care sector

CO3: Develop a sound understanding of the process related to credentialing and privileging of medical and nursing staff along with the appraisal system for evaluating the performance of staff

CO4: Explain the importance of leadership and empowerment to achieve employee involvement with methods to improve motivation and inter-personal communication

Operations Management- Non-Clinical/Support Services

Course Code: PGDHM-105 Credit: 3 Hours: 42

Objective- To prepare candidates to have a scientific approach in management of hospital departments and functions related to Non-Clinical Services.

CO1: Understand the operations management processes involved in health care organizations like operational processes related to front office, housekeeping, and medical records

CO2: Understand the policies and procedures related to Central Sterile Supply Department, Linen and Laundry and Food Services

CO3: Explain various services related to health care like bio-medical & other engineering services and ambulance services.

CO4: Develop skillset facilitating Purchase & Supply Chain Management, Procurement Strategies, Inventory Management and Pharmacy Management

Communication in Healthcare

Course Code: PGDHM-107

Credit: 2 Hours: 28

Objective- To train participants in Communication skills with regards to interpersonal communication skills with patients and with colleagues & building empathy to enhance patient centricity

CO1: Develop communication skills with regards to interpersonal communication skills with patients and with colleagues

CO2: Understand the types of communication, identify barriers in communications and acquire listening skills

CO3: Develop understanding of various styles of communication and role of emotions in the communication process

CO4: Acquire skillset related to impersonal communication and cross-cultural communication

Operations Management- Clinical Services

Course Code: PGDHM-109

Credit : 3 Hours: 42

Objective- To provide knowledge & practical skills for management of hospital operations of Clinical department and functions.

CO1: Acquire knowledge & practical skills for management of hospital operations of Clinical department and functions

CO2: Understand the functioning and implementation of general measures for hospital infection control

CO3: Develop understanding related to policies and procedures regarding medical lab services

CO4: Understand the managerial aspects related to infection control, staffing, quality assurance, infrastructure, safety requirements etc. in health care organizations

Public Health Management

Course Code: PGDHM-111

Credit: 2 Hours: 28

Objective- To prepare students in application of epidemiological and bio-statistical techniques for evaluating the Health care programs and to plan, organize the medical care within planned resources and managing health services including during disaster and pandemic.

CO1: Acquire knowledge about application of epidemiological and bio-statistical techniques for evaluating the health care programs

CO2: Develop understanding about the functioning of public health care in India including public health structure & human resource, and health policy

CO3: Understand the procedures related to Public Health Finance and resource allocation

CO4: Acquire skillset related to disaster and pandemic management

Choice Based Online Open Course (MOOCs/NPTEL)

Course Code: PGDHM-113

Credit: 2 Hours: 28

Objective-The purpose of the course is to give a flexibility to the student to adopt self-learning in a selected course of from any domain considered important for the program being pursued by the candidate. The details of the chosen course should be informed by the student well in time in the beginning of the semester to the concerned Dean/Coordinator of the Program. The selected course should have the similar structure and weightage. The decision of the Dean/Coordinator shall be final in this respect. The student has to undertake the course from online digital resources and submit the successful completion certificate to the University to take the benefit of credits earned for completion of the program.

Minor Healthcare/Hospital Project

Course Code: PGDHM-115

Credit: 14

Objective- The objective of this minor project is to enable the students to apply the knowledge acquired during the semester through various courses, to be applied and prepared in the form of a project. This may involve a project in real life healthcare setting.

CO1: Enable the students to apply the knowledge acquired during the semester through various courses, to be applied and prepared in the form of a project

CO2: Undertake a project in real life healthcare setting

CO3: Give recommendations based on findings of the project in the interest of benefitting industry and society

SEMESTER 2

Statutory and Regulatory Requirements in Healthcare

Course Code: PGDHM-102

Credit: 2 Hrs: 28

CO 1: To gain understanding of healthcare/hospital regulations and laws.

CO 2: To attain the competence for adhering to the regulatory requirements in healthcare sector.

Marketing and Brand Building of Healthcare Services

Course Code: PGDHM-104

Credit: 2 Hrs: 28

CO1: To gain expertise in hospital and health care market research.

CO2: To develop sound understanding in marketing and brand building of healthcare services.

Quality and Accreditation in Healthcare

Course Code: PGDHM-106

Credit: 3 Hrs: 42

CO1: To get awareness regarding the quality and accreditation programs in the healthcare sector.

CO2: To be able to get the healthcare units accredited for quality-related checks by the regulatory/accreditation agencies.

Financial Management in Health Care Organization

Course Code: PGDHM-108

Credit: 2 Hrs: 28

CO1: To prepare the students with the basic concepts of financial management, preparation of budgets and capital budgeting.

CO2: To make the students understand various financial decisions of the hospitals.

Health Care Information System

Course Code: PGDHM-110

Credit: 3 Hours: 42

CO1: To provide overview of Healthcare and Hospital Information Management System (HIMS) or Hospital Information System (HIS), its structure and functions.

CO2: To impart the knowledge of decision making in health care and application of information in performance tracking and analysis, monitoring of hospital services, supervision and impact evaluation.

CO3: To gain competence to apply hospital information system and use of computers.

CO4: To provide necessary skills and knowledge for practical use of IT in healthcare operations and medical technologies.

Choice Based Online Open Course (MOOCs/NPTEL)

Course Code: PGDHM-112

Credit: 2 Hrs: 28

Major Healthcare/Hospital Project

Course Code: PGDHM-114

Credit: 16

CO1: To enable the students to apply the knowledge acquired during the entire programme through various courses to be applied and prepared in the form of a major project.

PO-CO Mapping

1st Semester

Course Name and Code	CO Number	PO1	PO2	PO3	PO4	PO5	PO6	PO7
PGDHM - 101 Introduction to Management and Healthcare System	CO 1	2					3	2
	CO 2	3					3	2
	CO 3	3	1	2			3	3
	CO 4	3	2	2	2		3	3
PGDHM- 103 Organizational Behaviour and HRM in Health Care	CO 1	3	2	2			3	1
	CO 2	2	2				3	2
	CO 3	3	2	2			3	2
	CO 4	3	3	2	2		3	3
PGDHM - 105 Operations Management- Non-Clinical/Support Services	CO 1	2	2	2			3	3
	CO 2	2		3	2		2	3
	CO 3	3		3			2	3
	CO 4	3	2	3			3	3
PGDHM - 107 Communication in Healthcare	CO 1	3	2				3	3
	CO 2	3					3	2
	CO 3	3					3	2
	CO 4	3					3	3
PGDHM - 109 Operations Management- Clinical Services	CO1	3	2	2	2	1	3	3
	CO2	2	2	3	2		2	3
	CO3	2	2	2	3		2	3
	CO4	2	3	3		2	2	3
PGDHM - 111 Public Health Management	CO1	3	3			3	2	3
	CO2	3	2	2	2	3		3
	CO3	3		3	2	3	2	2
	CO4	2	3	2	2	3	2	3
PGDHM - 115 Minor Healthcare/Hospital Project	CO1	3	3	2	3	2	3	3
	CO2	3	3	3	3	2	3	3
	CO3	2	3	3	3	2	3	3

2nd Semester

Course Name and Code	CO Number	PO1	PO2	PO3	PO4	PO5	PO6	PO7
PGDHM - 102 Statutory and Regulatory Requirements in Healthcare	CO1	3	2	2	1	1	2	2
	CO2	2	2	2	1	3	3	3
PGDHM- 104 Marketing and Brand Building of Healthcare Services	CO1	3	2	2	1	1	2	2
	CO2	3	2	2	1	3	3	3
PGDHM - 106 Quality and Accreditation in Healthcare	CO1	3	2	2	1	1	2	2
	CO2	2	2	3	1	3	3	3
PGDHM - 108 Financial Management in Health Care Organization	CO1	3	3	2	1	1	3	2
	CO2	2	3	2	1	3	3	3
PGDHM - 110 Health Care Information System	CO1	3	2	1	2	3	2	1
	CO2	2	3	1	3	2	3	1
	CO3	3	2	3	2	3	2	3
	CO4	2	3	1	3	2	3	1