



TAMILNADU COUNCIL FOR OPEN AND DISTANCE LEARNING

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POST GRADUATE DIPLOMA IN HOSPITAL MANAGEMENT

SYLLABUS

SL.No.	Subject Code	Subject	Max.Marks
1	PGDHM1	Principles of Management	100
2	PGDHM2	Management of Out-Patient Department	100
3	PGDHM3	Patient Care and Behaviour	100
4	PGDHM4	Financial Management in Hospitals	100
5	PGDHM5	Operations Management in Hospitals	100
6	PGDHM6	Hospital Services Marketing	100

1.PRINCIPLES OF MANAGEMENT

UNIT-I : Introduction to Management

Concept of management – Nature and scope of management – Significance of management in healthcare organizations – Management vs Administration vs Leadership – Functions of management (Planning, Organizing, Staffing, Directing, Controlling) – Levels of management (Top, Middle, Operational) – Managerial roles (Interpersonal, Informational, Decisional) – Managerial skills (Technical, Human, Conceptual, Diagnostic) – Evolution of management thought (Classical – Taylor and Fayol – Neo-classical – Human relations approach – Modern – Systems and Contingency approaches) – Application of management principles in hospital settings

UNIT-II : Planning

Concept and importance of planning – Types of planning (Strategic, Tactical, Operational) – Planning premises – Planning process (Environmental scanning – Objective setting – Strategy formulation – Implementation – Evaluation) – Decision making (Programmed and Non-programmed – Rational and Behavioral models) – Forecasting techniques (Qualitative – Delphi – Quantitative – Time series) – Management by Objectives (MBO) – Risk analysis and contingency planning in hospitals – Strategic planning in healthcare institutions

UNIT-III : Organizing

Principles of organization – Organizational structure (Line, Functional, Line and Staff, Matrix) – Departmentation (Clinical, Administrative, Support services) – Authority, responsibility, accountability – Delegation of authority (Process, barriers, solutions) – Span of control – Centralization vs decentralization – Formal and informal organization – Organizational culture – Organizational change and development in hospitals

UNIT-IV : Directing

Concept and importance of directing – Leadership theories (Trait, Behavioral, Contingency) – Leadership styles in hospital management – Motivation

theories (Maslow's hierarchy – Herzberg's two-factor – McGregor's Theory X and Y) – Communication process (Channels, barriers, feedback systems) – Interpersonal relationships – Team building and group dynamics – Conflict management (Types, causes, resolution techniques) – Supervision and coordination

UNIT-V : Controlling

Concept and process of controlling – Types of control (Feedforward, Concurrent, Feedback) – Steps in control process – Budgetary control – Non-budgetary control techniques – Performance appraisal (KPI, 360-degree appraisal) – Quality control tools – Clinical and administrative audits – Management information systems (MIS) in control – Continuous monitoring and evaluation in hospitals

2. MANAGEMENT OF OUT-PATIENT DEPARTMENT (OPD)

UNIT-I : Introduction to OPD Management

Concept and role of OPD in hospitals – Objectives and functions of OPD – Types of OPD (General, Specialty, Super-specialty) – Planning and layout of OPD – Patient flow and workflow analysis – Space management and infrastructure – Legal and ethical considerations in OPD services

UNIT-II : Registration and Appointment Systems

Patient registration systems – Appointment scheduling methods (Manual, Digital, Online) – Token and queue management systems – Electronic Medical Records (EMR) – Data management and documentation – Confidentiality and privacy of patient data – Integration with Hospital Information Systems (HIS)

UNIT-III : Patient Handling and Coordination

Front office management – Reception services – Patient guidance and navigation – Handling patient expectations – Coordination between departments (Laboratory, Radiology, Pharmacy) – Emergency management in

OPD – Communication skills for staff – Managing difficult and aggressive patients

UNIT-IV : OPD Services and Support Systems

Diagnostic services coordination – Pharmacy services management – Billing procedures and systems – Insurance and TPA coordination – Referral services – Support services (Housekeeping, Transport, Security) – Use of technology in OPD services

UNIT-V : Quality and Evaluation of OPD Services

Patient satisfaction measurement – Quality indicators in OPD – Infection control practices – NABH standards for OPD – Continuous Quality Improvement (CQI) – Grievance redressal systems – Monitoring and evaluation of OPD performance

3. PATIENT CARE AND BEHAVIOUR

UNIT-I : Fundamentals of Patient Care

Concept of patient-centred care – Types of patients (Acute, Chronic, Terminal, Special needs) – Physical, psychological, social and spiritual needs – Holistic healthcare approach – Patient rights and responsibilities – Role of family and caregivers in patient care

UNIT-II : Psychology of Patients

Psychological responses to illness – Stress, anxiety, depression in patients – Coping mechanisms and adaptation – Communication with paediatric, geriatric and psychiatric patients – Behaviour management techniques – Handling non-compliant and aggressive patients

UNIT-III : Interpersonal Skills in Healthcare

Therapeutic communication – Verbal and non-verbal communication – Empathy and emotional intelligence – Counselling techniques – Cultural competence – Team communication and collaboration – Patient-provider relationship

UNIT-IV : Ethics in Patient Care

Principles of medical ethics (Autonomy, Beneficence, Non-maleficence, Justice) – Confidentiality and privacy – Informed consent – Ethical dilemmas in healthcare – Professional conduct – Legal aspects (Negligence, malpractice, medico-legal cases)

UNIT-V : Quality Patient Care

Patient safety standards – Infection prevention and control – Risk management – Patient satisfaction and experience – Complaint management – Role of multidisciplinary team in patient care

4. FINANCIAL MANAGEMENT IN HOSPITALS

UNIT-I : Introduction to Hospital Finance

Concept and scope of financial management – Objectives of financial management – Financial planning and forecasting – Sources of finance (Equity, debt, grants) – Cost concepts (Fixed, variable, semi-variable, marginal cost)

UNIT-II : Budgeting in Hospitals

Types of budgets (Operating, Capital, Flexible) – Budget preparation process – Budgetary control – Zero-based budgeting – Variance analysis – Financial performance monitoring

UNIT-III : Costing and Pricing

Hospital costing methods – Cost-volume-profit analysis – Break-even analysis – Pricing strategies (Cost-based, value-based) – Cost control techniques – Economic evaluation in healthcare

UNIT-IV : Financial Accounting

Accounting principles – Financial statements (Balance sheet, Income statement) – Cash flow analysis – Ratio analysis – Financial interpretation for decision making

UNIT-V : Financial Management Practices

Revenue cycle management – Medical billing systems – Insurance claims and TPA management – Audit and compliance – Financial decision-making tools – Cost efficiency and sustainability

5. OPERATIONS MANAGEMENT IN HOSPITALS

UNIT-I : Introduction to Operations Management

Concept and scope of operations management in healthcare – Evolution from traditional operations to service operations in hospitals – Distinction between manufacturing and service operations – Characteristics of healthcare operations (intangibility, variability, perishability) – Operations strategy in hospitals (cost leadership, differentiation, focus strategies) – Service delivery models (inpatient, outpatient, emergency care systems) – Process mapping and process flow analysis – Value stream mapping – Bottleneck identification and process reengineering – Role of operations manager in hospital settings – Integration of clinical and non-clinical operations

UNIT-II : Hospital Operations Planning and Control

Capacity planning (bed strength, ICU capacity, OPD load analysis) – Demand forecasting for hospital services – Resource planning (manpower planning, equipment utilization) – Scheduling techniques (staff scheduling, operation theatre scheduling, appointment scheduling) – Bed management systems – Queue management models – Inventory management techniques (ABC analysis, VED analysis, FSN analysis, EOQ models) – Materials management in hospitals – Just-in-Time (JIT) in healthcare – Maintenance management (preventive, predictive, breakdown maintenance) – Operations control systems and performance metrics

UNIT-III : Supply Chain and Materials Management

Concept of healthcare supply chain – Procurement cycle (indent, tendering, purchase, inspection) – Vendor selection and evaluation (quality, cost,

reliability criteria) – Contract management – Logistics management (inbound and outbound logistics) – Storage systems (central store, sub-store management) – Cold chain management for vaccines and drugs – Inventory tracking systems (barcode, RFID) – Distribution systems within hospital – Biomedical waste management (segregation, disposal as per regulations) – Sustainability and green supply chain practices in hospitals

UNIT-IV : Quality and Process Improvement in Hospitals

Concept of quality in healthcare – Dimensions of quality (safety, effectiveness, patient-centeredness, timeliness, efficiency, equity) – Total Quality Management (TQM) principles – Continuous Quality Improvement (CQI) – Lean management (waste reduction, 5S methodology) – Six Sigma (DMAIC approach) – Clinical audits and medical audits – Root Cause Analysis (RCA) – Failure Mode and Effects Analysis (FMEA) – Key Performance Indicators (KPI) in hospital operations – Benchmarking and best practices – Accreditation standards (NABH, JCI) – Patient safety goals and quality assurance systems

UNIT-V : Technology and Innovation in Hospital Operations

Hospital Information Systems (HIS) – Electronic Health Records (EHR) and Electronic Medical Records (EMR) – Clinical Decision Support Systems (CDSS) – Telemedicine and telehealth services – Automation in hospital operations (robotic surgery, automated dispensing systems) – Artificial Intelligence applications (diagnostics, predictive analytics, patient flow optimization) – Data analytics and business intelligence in hospitals – Internet of Medical Things (IoMT) – Cybersecurity and data protection in healthcare – Digital transformation strategies in hospital management

6.HOSPITAL SERVICES MARKETING

UNIT-I : Introduction to Healthcare Marketing

Concept, nature and scope of healthcare marketing – Evolution of hospital marketing – Unique characteristics of healthcare services (intangibility, inseparability, variability, perishability) – Marketing mix in healthcare (7Ps:

Product, Price, Place, Promotion, People, Process, Physical evidence) – Consumer behaviour in healthcare services – Patient decision-making process – Service differentiation and competitive advantage – Role of marketing in hospital growth and sustainability

UNIT-II : Market Analysis, Research and Segmentation

Healthcare market environment (micro and macro environment analysis) – PESTLE analysis (Political, Economic, Social, Technological, Legal, Environmental factors) – SWOT analysis in hospital marketing – Market research methods (primary and secondary data, surveys, interviews) – Demand analysis for healthcare services – Market segmentation (demographic, geographic, psychographic, behavioural segmentation) – Targeting strategies – Positioning strategies – Competitor analysis and market intelligence

UNIT-III : Branding, Promotion and Digital Marketing

Hospital branding concepts (brand identity, brand equity, brand positioning) – Corporate image and reputation management – Advertising strategies (print, electronic, outdoor media) – Promotional tools (health camps, awareness programs, CSR initiatives) – Public relations and media management – Digital marketing strategies (Search Engine Optimization – SEO, Search Engine Marketing – SEM, social media marketing, content marketing) – Online reputation management (ORM) – Patient engagement through digital platforms – Telemarketing and CRM systems

UNIT-IV : Service Quality, Patient Experience and Relationship Marketing

Service quality concepts (SERVQUAL model – reliability, assurance, tangibles, empathy, responsiveness) – Patient experience management – Patient journey mapping – Customer Relationship Management (CRM) in hospitals – Feedback systems and patient satisfaction surveys – Handling patient complaints and service recovery – Patient retention strategies – Loyalty programs – Relationship marketing and long-term engagement – Service excellence and brand loyalty

UNIT-V : Ethical, Legal and Strategic Aspects of Healthcare Marketing

Ethics in healthcare marketing – Legal regulations governing hospital advertising – Guidelines by medical councils and regulatory authorities – Transparency in communication – Informed promotion practices – Corporate Social Responsibility (CSR) in healthcare – Strategic marketing planning – Integrated marketing communication (IMC) – International healthcare marketing (medical tourism) – Risk management in hospital marketing – Emerging trends (personalized marketing, AI-driven marketing, digital health platforms)