PROGRAMME GUIDE

Post Graduate Diploma in Hospital and Health Management

PROGRAMME GUIDE

Post Graduate Diploma in Hospital and Health Management (PGDHHM)

School of Health Sciences
Indira Gandhi National Open University
New Delhi

CONTENTS

1. WHY THIS PROGRAMME?

In the last three decades or so the health care delivery system has been passing through a revolutionary change due to technological advances leading to sophistication in diagnostic and therapeutic procedures on the one hand, and a phenomenal rise in expectation of the community on the other, therefore, there is an increase in complexity in the delivery of health care services with enormous rise in cost of care. To keep pace with these changes, hospitals should be managed more efficiently and in a professional manner.

In view of the changing scenario requiring large number of trained administrators for hospital and health care organisation the IGNOU and Academy of Hospital Administration (AHA) decided to launch the PGDHHM programme, which aims at improving knowledge, skill and competence of students by imparting continued education through distance learning mode.

After completion of the PGDHHM Programme you should be able to:

- acquire theoretical knowledge and develop practical skills to apply scientific approach to management of people, materials, finance, communication and for organising work and managing resources.
- learn modern management techniques like inventory control, economic order quantity (EOQ), operational research, organisational development, management information system etc.
- plan in advance how to face the problems of hospital management, learn methods of problem solving and decision making.
- assess the clinical and non-clinical needs of patient care, understanding the administrative and technical requirements of physicians and paramedical personnel.
- apply the principles and functions of general management to various services to maximise efficiency.
- learn planning and designing needs of physical facilities of hospitals.
- learn the principles and practices of health management and its interactive roles with the medical care in hospitals.
- use the epidemiological techniques to study the prevalence of diseases and its pattern in the community to plan health care services.
- learn to utilise biostatistics in planning. decision making professional services- review and in medico-administrative research.

2. WHAT IS THIS PROGRAMME?

2.1 Programme Package

This programme package in distance education mode is developed with the help of available technology commonly known as multimedia package. The package for this programme consists of print material in the form of booklets called blocks and the audio video materials in the form of cassettes. Besides these there is arrangement for teleconferences and contact sessions at programme study centres.

In IGNOU parlance, the study hours are measured in credit system. One credit is equivalent to 30 learning hours. Each theory booklet is called a block, which consists of three to six chapters called units. Usually each course represents 5 credits (3 for theory plus 2 for practicals). The block on practical manual is meant for guidance for practicals. Hence, the credit hours represented by it will be as mentioned against the respective courses in Sub-section 2.2.

The duration of the programme is of one-year i.e. January to December of a calendar year. The print material consists of 18 theory blocks, 6 Practical Manuals, Project Work, Programme Guide and 9 Assignments. You will receive the print materials in two installments. The audio/video cassettes developed for the programme will be made available at programme study centres in due course of time.

2.2 Programme Structure

PGDHHM is a multimedia package which includes print material and audio-video material. It has six courses covering introduction to management which includes General Management. Management of Human Resources, Finance. Logistics and equipment in Hospitals; also included are Organisation and Management of all services provided in a hospital: further it includes health system management including epidemiology and biostatistics. Each course is considered as a separate entity by itself, although interrelated when conceptually comprehended as issues of the hospital system.

The programme is designed on the basis of learning hours required by an average student. As mentioned above, one credit represents 30 hours of learning. The design of the PGDHHM programme in terms of credit distribution of the courses is shown below:

Course No.	Name of the Course	No. of Credits	
		Theory	Practical
I.	Introduction to Management-I	3	2
II.	Introduction to Management-II	3	2
III.	Organisation and Management of Hospitals	3	2
IV.	Clinical, Diagnostic and Therapeutic Services	3	2
V.	Support and Utility Services and Risk Management	3	2
VI.	Health System Management	3	2
	Project Work	-	2
		18	14

2.3 Scheme of Study

In distance education system, in addition to self-learning. contact sessions are held to facilitate the learning process of students. In this programme, where practical component is quite significant, the contact sessions will comprise of counseling session for the theory and practical components. For the convenience of study the whole duration of these sessions are divided into three spells of 7 days each. The course content that will be dealt in these spells is as follows:

Spell	Theory Component Course.Block	Practicals Course.Block.Unit
I	1.1, 1.2, 1.3, 4.1, 4.2 3.1, 3.2	1.4.1. 1.4.2. 3.4.1. 3.4.2. 4.4.1. 4.4.2
II	2.1, 2.2, 2.3 3.3, 4.3, 5.3	2.4.1. 2.4.2. 2.4.3. 2.4.4. 4.4.3. 5.4.1. 5.4.3
III	5.1, 5.2, 6.1, 6.2, 6.3	5.4.2. 5.4.4. 6.4.1. 6.4.2 Project Work

3. HOW TO STUDY?

3.1 Theory Component

The students of distance education system are adult learners. Hence, the self-instructional materials are written with the objective and style so as to make the reading interesting and easily understandable. A schematic representation of the design of units is given below to facilitate your access to the contents.

As the scheme suggests, we have divided the units into sections for easy reading and better comprehension. Each section is **indicated distinctly by bold capital letters** and each sub-section by relatively smaller but bold letters. The significant divisions within sub-sections are in still smaller but bold letters so as to make it easier for you to see their place within sub-sections. For purposes of uniformity, we have employed the same scheme of divisions in every unit throughout the programme.

Please start reading from the very beginning of the block i.e. Block Introduction and then go through the units. In each unit read the objectives, introduction and then the text. The objectives articulate briefly:

- What we have presented in the unit, and
- What we expect from you once you complete working on the unit.

The last section of each unit under the heading 'Let Us Sum Up' summarises the whole unit for purposes of recapitulation and ready reference. We have self-check exercises under the caption 'Check Your Progress' at a few places in each unit. Do not skip these exercises. The answers to these exercises are mentioned at the end of the unit.

Unit X*

X.0	Objectives	
X.1	Introduction	
X.2	Section 1 (Main Theme)	
	X.2.1	Sub-section 1 of Section 1
	X.2.2	Sub-section 2 of Section 1
	....	
	....	

Check Your Progress

X.3	Section 2 (Main Theme)	
	X.3.1	Sub-section 1 of Section 2
	X.3.2	Sub-section 2 of Section 2
	....	
	....	

Check Your Progress

X.m	Let Us Sum Up
X.n	Answers to Check Your Progress

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* 'X' stands for the serial number of the unit concerned.

What, perhaps, you would do is to go through the units and jot down important points as you read in the space provided in the margin. *Broad margins in the booklets are there for you to write your notes on.* Make your notes as you work through the materials. This will help you prepare for the examination as also in assimilating the content. Besides, you will be able to save on time. Do use these margins. This will help you keep track of and assimilate what you have been reading in the unit, answer the self-check exercises and the assignment questions and easily identify the item(s) to be clarified.

We hope that we have given enough space for you to work on the self-check exercises. The purpose of giving self-check exercises will be served satisfactorily if you compare your answers with the possible ones given at the end of each unit after having written your answer in the blank space. **You may be tempted to have a furtive glance through answer(s) given at the end of the unit as soon as you come across an exercise.** But we do hope that you will overcome the temptation and turn to these answers only after you write yours.

These exercises are **not** meant to be submitted to us for correction or evaluation. Instead, the exercises are to function as study tools to help you keep on the right track as you read the units.

The units are designed in such a way that the contents of later units are based upon the contents of initial units. If you have not understood or followed a unit properly, please read it again before reading the next one because; it may be difficult to follow the later units without a proper understanding of the first one. Wherever you face problem in understanding the content, please make note of it and put that question to your counsellor during the counselling sessions at the PSC. You can also informally clear your doubts whenever you come in contact with your counsellors at PSC without any hesitation. You could also mail or Fax your questions to the School of Health Sciences (address mentioned in 6.3) for clarification. Your questions would be answered during the teleconference sessions.

The reference books are listed for those who want to know further about the subject. But for your purpose, it should be sufficient if you have understood the contents thoroughly. Please note that all the questions either in assignments or in term-end examination will be from the syllabi as mention' in this guide. You will have to write the assignments related to each block as mentioned later on.

3.2 Practical Component

Every Course has practical component, the list of practical work which you will undertake in each course is given in block 4. Please maintain record of all the practical work before submission to your counsellor for evaluation.

3.3 Audio Video Component

A number of audio and video cassettes for this programme are being prepared. A student could play the audio/video cassettes during his visit to PSC or he could purchase them and play at his own set up. The planning of counselling sessions will also be made in such a way that all the available audio/video cassettes in respective course could be shown to the students at the PSC.

3.4 Student Information System

Induction Meeting

The induction meeting will be held at the beginning of the programme on a date suitable to the PIC and the Regional Centre. On this occasion you will be informed to come to the PSC or the Regional Centre as felt convenient to the organisers. You are given orientation about the IGNOU system and told about your roles and responsibility while undergoing the PGDHHM programme package.

Peer Group Information System

You could make your own arrangement to get information in time. One method could be to establish telephonic link amongst the batch mates. Two to three of you having easy access to PIC or Regional Centre could collect updated information regarding the schedules of various activities like spells, teleconferencing, any special event etc. These students in turn could pass information to another set of students staying nearby (say, each take responsibility for 2 students). These students pass information to another set of students. Thus, in a short duration and incurring negligible expense, the information could reach to every student in time.

Information by PIC

The Programme In-charge (PIC) is provided information on different activities either by AHA or Regional Centre or by the School. PIC in turn also informs you about the relevant activities by post.

Information through Teleconference

Some of the important announcements like the schedule of next teleconference are made during teleconferences. However, this information is also sent to you by post through the Regional Centre/PIC as the case may be.

Information from Headquarters

Information on evaluation and material distribution goes directly from the respective divisions located at head quarters. You could also communicate directly to these divisions. Addresses of important divisions and the School is given in this Programme Guide (Sub-section 6.2). However, in case of any problem, you could inform to the Regional Centre/PIC as the case may be.

3.5 Student Responsibility

Travel and Stay in Relation to Programme

The admission fee covers only the expenses towards study material, counselling, practical activities at PSC, evaluation and certification. Hence, cost towards your stay and travel in relation to the programme during the practical spells including field visits, evaluation, teleconference etc. has to be borne by you. So, you could pool your money and take help of the PIC/Regional Centre in arranging the vehicles, stay etc.

Log-book Maintenance

You will prepare your own log-books. The subject headings and the number of cases to be practiced for each skill are mentioned in the respective practical manual. Each of the records maintained at PSC should be signed by the respective counsellors.

Attendance in Spells

The attendance to contact programmes is **compulsory**. However, you have the option to complete them over 3 years.

Certificate from PSC Counsellor

You will have to attach the certificate of completion of practicals at PSC while applying for the term-end practical examination. You could retain a xerox copy of these certificates for future use.

Timely Submission of Assignments

There are two sets of dates for submission of assignments at PSC. If the assignments are not submitted in the time limit as mentioned in the assignments, and you appear in the term-end theory examination, then the term-end theory result of the particular subjects will not be considered. In that situation, you will have to appear for the theory papers again.

Filling of Term-end Examination Form

You will have to fill up theory and practical term-end examination form separately and submit them to the Director, SR&ED and PIC respectively as mentioned in this Programme Guide. The last date for submitting the theory examination form to the **Director, SR&ED is March 31/September 30 for the June/December examination. But for practical examination, last date of submitting the form to PIC is November 7.**

Invalid Registration

Even after completing the programme, your registration could be declared as invalid at the time of announcing the result. The reason could be one or more of the following:

* You have appeared in the examination without registration.

* Your registration period has expired.

* Your registration details are not forwarded from the concerned Regional Centre to the SR&E division.

* You were not eligible for registration for the particular programme/course.

Hence, you should first check the details from the respective Regional Centre before approaching to the head quarters.

4. HOW WILL THE PROGRAMME RUN?

4.1 Infrastructure for Implementation

The programme will be implemented through a network of health infrastructure all over India. IGNOU has 22 Regional Centres (RCs) which are directly responsible for the programme-related activities of that region. Appendix II mentions the jurisdiction of each of the regional centres. The head quarters (see Fig.1) has nine schools looking after the academic components and several divisions for administrative component.

The SOHS is responsible for the curriculum design, programme development as well as framing the guidelines for various aspects of the implementation process in consultation with the concerned divisions. Besides it will be monitoring the programme to ensure the quality training. The SR&ED is responsible for admission of students, maintenance of progress reports and evaluation (both concurrent and end-assessment) including the certification. Computer division possesses the

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                    ┌──────────────────────────────┐
                    │        HEAD QUARTER          │
                    └──────────────────────────────┘
                            Vice Chancellor
                                  ↓
                          Pro Vice Chancellors

                    ┌──────────┐      ┌──────────┐
                    │ Schools  │      │ Divisions│
                    └──────────┘      └──────────┘

              •SOHS

                                   RSD   MPDD   SR&ED  COMPUTER


                    ┌──────────────────────────────┐
                    │     PERIPHERAL STRUCTURE     │
                    └──────────────────────────────┘

                          ▪REGIONAL DIRECTOR
                                  ↓
     ┌─────────┐          PROGRAMME STUDY
     │  RHSAC  │                CENTRE
     └─────────┘                 ↓
                          SKILL DEVELOPMENT
                                CENTRE


                    ┌──────────────────────────────┐
                    │        WORK PLACE            │
                    └──────────────────────────────┘
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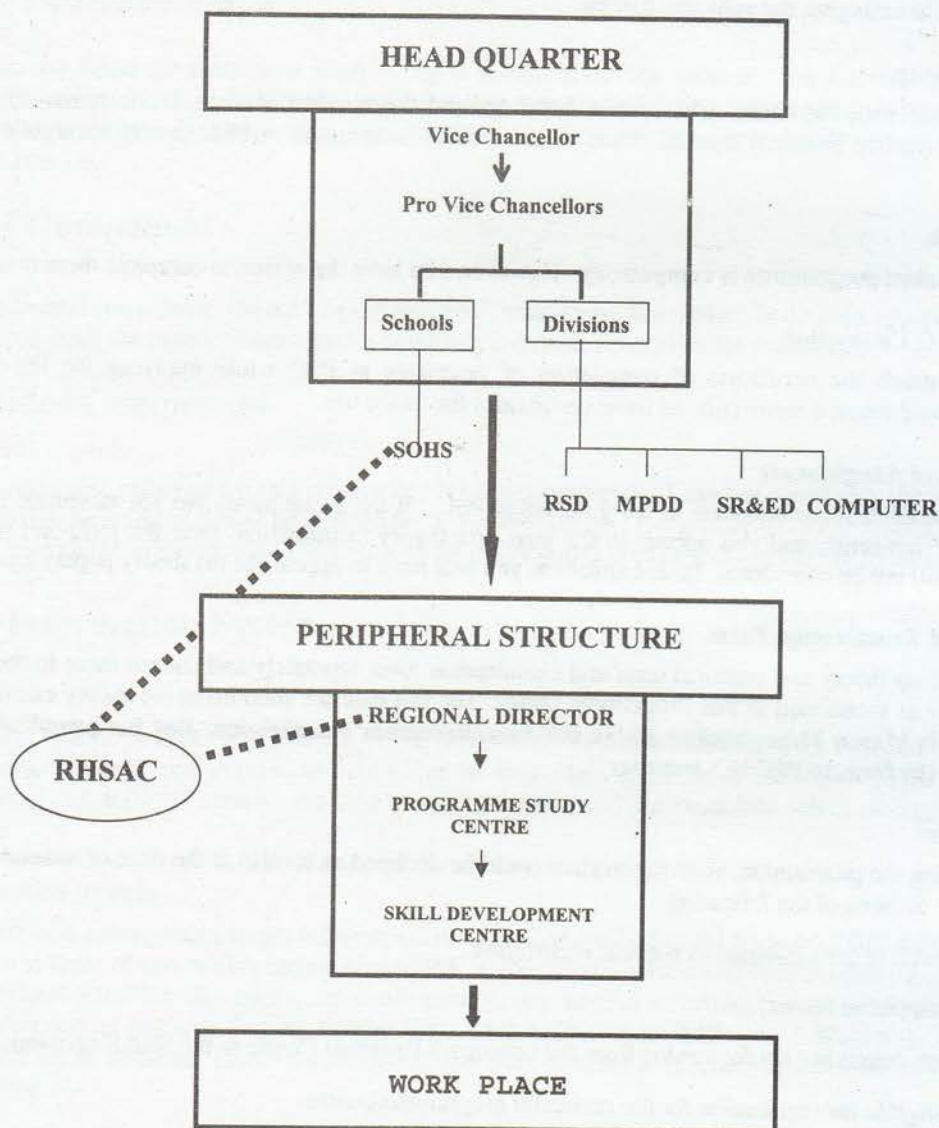
RHSAC = Regional Health Sciences Advisory Committee, SOHS = School of Health Sciences,
SR&ED = Student Registration and Evaluation Division, RSD = Regional Services Division,
MPDD = Material Production and Distribution Division

Fig.1

student data to provide address label of students for despatch of study materials and correspondence with students. MPDD is responsible for despatch of print materials. RSD is the coordinating division between the head quarter and peripheral set up. So most of the information from regional director will go to head quarter only through RSD.

The contact session will be conducted through the counsellors identified at Programme Study Centres (PSCs). The PSCs are identified by IGNOU and AHA for this programme.

At PSC you will do the practicals as allotted. You will also get an opportunity to clear your doubts at the PSC. You will be able to do more practicals/practice at your own workplace. The list of PSC mentioned in Appendix I is limited. More PSCs

are in the process of activation and the Centre/name of institution where PSCs are located will be intimated as and when the same are activated.

Work place is the set up where you work normally i.e. hospital/nursing home/dispensary etc. or any other health set up in private/government sector. If the requisites in terms of number and the types of patients and facilities to perform the expected practicals are not available at the normal place of your work, then you are at liberty to select a place where you could work to fulfil the requirements for your practical activities.

For state level monitoring of the programme, Regional Health Sciences Advisory Committee (RHSAC) is formed in each region wherever a Regional Centre is located. The members of the committee include Director, Health Services (DHS) and Director, Medical Education (DME) of respective states, programme-in-charge of all Programme Study Centres (PSCs), Director, School of Health Sciences (SOHS), Regional Consultant and the Regional Director of IGNOU. This committee will help to identify and solve the implementation problems of the region and help towards recognition of the programme by the state.

4.2 Functions of Programme Study Centre

Presently, ten Programme Study Centres have been identified for implementation of the PGDHHM programme. Each PSC will have the following major functions:

Counselling

Face to face contact between teacher and the student is provided to clarify doubts arising out of the study materials. Each theory counselling session will be of two and half-hour duration.

How can the counsellors help you at PSC?

- Take theory counselling in respective subjects.
- Demonstrate practical activities to the students attached to him/her.
- Evaluate assignments and provide feedback.
- Participate in teleconferencing, if required.
- Evaluate records/projects of practical components of respective courses.
- Ensure your learning and gaining proficiency in respective disciplines.

Evaluation of Assignments

You will be given assignments having long, short, problem based, including multiple choice. The counsellors at your programme study centre will evaluate them and return to you for feedback.

Library

There will be availability of relevant course materials, reference books (where feasible) as suggested for further reading and audio video materials related to the programmes run by the programme study centre.

You will be able to avail the library facility at the Institution to which the programme study centre is attached. Please use your Identity Card for this purpose.

Interaction with Fellow Students

You get an opportunity to interact with your peer groups and other students that could help you to overcome the problems faced by a distant learner. You can overcome the feeling of being isolated from other students.

Teleconference

In some of the programme study centres teleconference facility is provided which is linked with the head quarter. At other places you will be attached to the nearest centre having this facility.

4.3 Programme Schedules

You will be provided the schedule of counselling by your programme-in-charge. For synchronising the training in theory and practical components, all the PSCs will try to conduct the contact sessions within the time frame mentioned below:

1st spell	:	March-April
2nd spell	:	June-July
3rd spell	:	September-October

Each spell will be of 7 days duration, wherever, the spell is linked with the teleconferencing, the spell would be of eight days duration.

4.4 Arrangement of Contact Sessions

Theory

Lecture discussion on relevant important topics will be held for part of each day throughout the programme. These sessions aim at clearing your doubts in the respective subject that you come across while reading the blocks. You should come prepared to these sessions so that you could be benefited the most.

Visit

This will cover visit to related areas of the Hospital/department followed by discussion as arranged by the Counsellor.

Practical

The practical related to the spells will be completed by the students at their workplace and submitted to the counsellor on the first day of contact session. These practicals will be discussed during the contact programme.

Project Work

The students are required to select a topic for project work in consultation with the Programme In-charge/Counsellor, well in advance so that the same could be submitted to the programme in-charge during 3rd spell, not later than 15th November.

At the end of the third spell, the PSC counsellor will sign on the completion certificate that is essential to make you eligible to appear in the term-end examination.

4.5 Attendance

Attending all the spells are **compulsory** i.e. you will be allowed to appear in the examination only after completion of attendance at all the three spells.

4.6 Teleconferencing

It is a two-way audio and one way video system where you can see the teachers over television screen and interact with them by using the telephone/Fax. The teleconferencing sessions will be planned as per feasibility and attempts will be made to link them during the practical spells so as to have more participation. Even if the spells and the teleconference sessions are not linked, you can visit to your nearest study centre of IGNOU (Appendix IX) having this facility and attend to the teleconference sessions of PGDHHM programme. *Please contact your Regional Director to know about your nearest teleconference facility.*

In these sessions subject experts will be invited to deal on various subject areas as marked for that session. While dealing with the theory component, principles/concepts dealt in different units will be highlighted and the questions arose by you will be answered with the help of examples so that you will be able to practice those principles and link them to practical activities.

In the practical component, attempts will be made to get video clips of five to ten minutes and generate discussion. Attempts will also be made to simulate question answer sessions/seminars in a planned way.

As the teleconferences are being linked with the practical sessions, a good amount of participation is expected. The important sessions of the teleconference will be recorded wherever possible and be used for training as and when required.

The teleconference sessions as mentioned above will be repeated in the subsequent months as per the availability of time and the need of the students. *The exact date of teleconference would be intimated to the Regional Director and the Programme-in-charge about one month ahead of the schedule. Hence, you could keep touch with your PIC for update information.*

Attempts will be made to hold teleconference once in every month. *You could mail your query in advance to the Director, School of Health Sciences, IGNOU, Maidan Garhi, New Delhi-110 068 or Fax in 91 011 6968935 so that the same could be discussed in the next possible session. You could also give suggestions on teleconferencing for its improvement.*

5. HOW WILL YOU BE EVALUATED?

In Indira Gandhi National Open University (IGNOU), every course is considered as an independent unit. However, the six courses of PGDHHM programme are arranged into three papers i.e. I, II and III (Sub-section 2.3). Hence every step of evaluation will follow this paper pattern.

Evaluation will be made both concurrent (internal assessment) and at the end (end-assessment). Theory and Practical components will be evaluated separately. In both the theory and practical, the weightage of the internal assessment will be 30% and that of the end-assessment will be 70%. Student will be declared successful in theory and practical only if he/she scores 50% marks in aggregate combining the internal and term-end assessment. He/She should obtain atleast 40% marks separately in concurrent and term-end evaluation of each paper.

5.1 Distribution of Marks

Each paper will have 100 marks for theory and 50 marks for practical.

Course Group-wise Distribution of Marks

	Theory			Practical			Grand Total
	Assignment	Term-end	Total	Internal	Term-end	Total	
PGDHHM-I (Course 1&2)	30 (12)	70 (28)	100 (50)	15 (6)	...	...	100
PGDHHM-II (Course 4&5)	30 (12)	70 (28)	100 (50)	15 (6)	...	...	100
PGDHHM-III (Course 3&6)	30 (12)	70 (28)	100 (50)	15 (6).	...	...	100
Practical	...	...	...	...	105 (42)	150 (75)	150
Project Work	...	...	...	...	50 (25)	50 (25)	50
Viva-voce	...	...	...	...	150 (75)	150 (75)	150
Total	90	210	300 (150)	45 (18)	305	350 (175)	650

The marks in brackets indicate minimum pass marks.

5.2 Method of Evaluation

5.2.1 Internal Assessment of Theory Component (Assignments)

In IGNOU, the internal assessment for theory is carried out by providing you one assignment for every two theory blocks. These assignments are question papers that you will answer at your own place by referring your blocks. For the PGDHHM Programme, you will have to do three assignments for each of the three papers—I, II, III (each paper comprising of two courses). Thus, for each group of courses you will have to work up three assignments and secure an aggregate of at least 12 marks to pass the papers (assignment component). If one fails to secure 12 marks, he/she will have to repeat *all the three assignments*. The last date of submission of assignments will be as mentioned against each assignment.

All the assignments are to be **hand written** and submitted within a time frame as mentioned in the assignments. Submission of assignments is a pre-requisite for appearing in theory examination. If some one appears in the term-end theory examination

without submitting the respective assignments, his/her term-end theory examination for that paper will be considered as null and void and the student will have to reappear in the term-end theory examination.

Submission of Assignments

You must submit your assignments according to the schedule indicated in the assignment itself. The University/Programme In-charge has the right to reject the assignments received after the due date. You are, therefore, advised to submit the assignments before the due date. Last date for submission of all the assignments is October 15 and March 31 respectively for those appearing in December/June examinations. As new assignment does not reach the students in time, submission of responses to previous academic year's assignment questions will remain valid up to March 31 of next year. Hence there will be two sets of last dates for submitting assignments as mentioned below:

Last Date of Submission of Assignments

Name of Assignment	Last Date for December Examination	Last Date for June Examination
Assignment No. 1, 4 and 7	May 15	September 30
Assignment No. 2, 5 and 8	August 16	December 31
Assignment No. 3, 6 and 9	October 15	March 31 of next year

5.2.2 Term-end Theory Examination

Term-end examination for theory will be held twice in a year i.e. in the month of June and December. There will be 3 papers of 70 marks each. Each paper will cover two courses. The student should fulfil the following conditions to appear for the examination:

Should have submitted answers to all assignments.

Should have obtained at least 40 per cent marks in assignments as indicated in sub-section 5.1.

The six courses are grouped into three papers as below:

Paper	Subject (Courses covering paper)	Assignments
Paper-I	Course-I and Course-II	AS-1, AS-2, AS-5
Paper-II	Course-IV and Course-V	AS-4, AS-7, AS-8
Paper-III	Course-III and Course-VI	AS-3, AS-6, AS-9

You could appear in all or any one of the three theory papers at a time. For appearing in the theory term-end examination, you should *fulfil two requisites, i.e. filling up the form in time* (refer Appendix V) *and timely submission of assignments* related to that theory paper or the papers that you want to appear.

To make you eligible, you will have to fill up and submit in time the term-end examination form as mentioned in Appendix V. Please note that no separate form is required for this purpose and the last date for submission of the form is always strictly adhered to. You should xerox the form given in Appendix V and fill it and *submit to the Director, SR&ED* as mentioned in the form. Please do not tear the form from the Programme Guide as you may require it in future. The examination schedule commonly known as *Date Sheet* is sent to Regional Centres and PSCs at least 5 months in advance.

Theory examination will be conducted at some selected study centres (Appendix IX). If **five or more** PGDHHM students give option of a study centre for appearing in the theory term-end, then question papers could be made available in that centre provided the study centre is identified for conduction of IGNOU term-end examination for that session. However, the final allotment of theory examination centre will be made by SR&ED and will be intimated to you.

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5.2.3 Internal Assessment of Practical Component

Like the theory component, the practical will have 30% weightage from internal assessment. The internal assessment of the practical component will be done by the counsellors located at the PSC. There are no formal question papers to assess this component. The counsellors will make a subjective assessment of your understanding and performance by the end of the respective spell.

The marks on internal assessment will be given by the PSC counsellors in a proforma provided for each spell (Appendix XII). This proforma will be handed over by the respective PSC counsellors to the programme in-charge as soon as you complete all the practicals under them.

Passing in internal assessment of the practical is a prerequisite for appearing in the Term-end Practical examination. A student will have to secure at least 40% marks in Practical Assessment to be declared as pass in internal assessment component. If a student fails to secure pass marks, he/she will have to *repeat* all the practical activities of related papers.

5.2.4 Term-end Practical Examination

For term-end practical examination, there will be one internal and two external examiners. The internal examiner will be from the same programme study centre and the external examiners will be the counsellors from IGNOU programme study centres (for PGDHHM Programme) of other states. Their names will be decided by SR&ED in consultation with the School. An observer from IGNOU will also be present. The practical term-end examination will be held *only once a year* i.e. in the month of November/December.

The examination pattern will be uniform in the whole country. You will be given long and short cases, alongwith short exercises/spots and there will be a viva.

You will appear in the term-end examination of practical component at your programme study centre. For making you eligible for appearing in the examination, you will have to fill up a form as shown in Appendix VI. Please note that this *practical form will be deposited with your programme in-charge*. Your Programme in-charge will inform you about the schedule of your examination of practical component.

You could appear for the practical term-end examination in all or any one of the three papers. *For appearing in the practical term-end examination, you should fulfil the following three requisites:*

- Attend all the **three practical spells** at PSC (related to the papers you want to appear) and complete all the activities (related to the papers you want to appear). The **completion certificate** signed by respective counsellors is to be submitted as a proof.
- **Fill up** the practical term-end form in time and submit to the programme in-charge (refer Appendix VI).
- **Pass** in the practical internal assessment.

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6. MAY I HELP YOU?

As discussed earlier, the programme implementation is made by a team effort. Different divisions of IGNOU look after different components of this implementation process. Any missing link could create hurdles. Hence, if you as a distant learner face any problem, please follow the guidelines as mentioned below.

6.1 Change of Address

If your address gets changed, please xerox and fill up the form mentioned in Appendix VII and mail to the Administrative Officer, Computer Division, IGNOU, Maidan Garhi, New Delhi-110068. Your new address will be taken care.

Similarly, if a student gets transferred to another state, his PSC will not be changed.

In no situation a programme study centre will have 30-40 students in a batch. Hence, *no change of Programme Study Centre will be permitted.*

You will receive all the print materials in one installment at the beginning of the session. It will reach at your correspondence address by post. If it does not reach you by January end or any component is missing, please write in the form mentioned in Appendix III. Please xerox this appendix, fill and send to MPDD. In addition, you could also contact your programme-in-charge to solve your problem. The materials that you will receive are as follows:

Course Code	Materials to be Received by the Students	
	Block	Assignment
PGDHHM-1 (Course 1 & 2)	1, 2, 3 and 4	PGDHHM/AS-1, PGDHHM/AS-2
	1, 2, 3 and 4	PGDHHM/AS-5
PGDHHM-2 (Course 4 & 5)	1, 2, 3 and 4	PGDHHM/AS-3, PGDHHM/AS-7
	1, 2, 3 and 4	PGDHHM/AS-8
PGDHHM-3 (Course 3 & 6)	1, 2, 3 and 4	PGDHHM/AS-4, PGDHHM/AS-6
	1, 2, 3 and 4	PGDHHM/AS-9

6.3 Channel of Communications and Addresses

Sl. No.	Purpose	Addresses	Contact numbers
1.	Admission, Re-registration, Examination centres, Results, Evaluation of Assignments, Change of address	Director (SR&ED) Indira Gandhi National Open University Maidan Garhi, New Delhi-110 068	Tel.: 011-26857082 Fax: 011-26868429 e-mail: igsre@ren.nic.in sred@ignou.ac.in
2.	New assignments, Non-receipt of study materials, Purchase of study materials, etc.	Director (MPDD) Indira Gandhi National Open University Maidan Garhi, New Delhi-110 068	Tel.: 011-26962450 Fax: 011-26855083 e-mail: mpdd@ren.nic.in mpdd@ignou.ac.in
3.	Academic matters	Director (SOHS) Indira Gandhi National Open University Maidan Garhi, New Delhi-110 068	Tel.: 011-26857078 Fax: 011-26968935 e-mail: sohs@ignou.ac.in
4.	Teleconference, Audio conference, Purchase of Audio-video, etc.	Director (EMPC) Indira Gandhi National Open University Maidan Garhi, New Delhi-110 068	Tel.: 011-26868299 Fax: 011-26857079

If you still find any problem, you can contact the Student Services Centre, IGNOU, Maidan Garhi, New Delhi-68, Telephone No. 26859214, 26511869, 26511870, e-mail: ssc@ignou.ac.in. You can also enquire regarding examinations at Phone No. 26856743 and regarding Evaluation of Assignments at Phone No. 26868427.

Usually the programme-in-charge will be able to answer all your queries. You can also solve your problem by contacting the respective divisions or persons in the addresses mentioned above. If after all these steps your problem still remains unsolved, please write to the School of Health Sciences. This is also shown schematically below in Fig. 2.
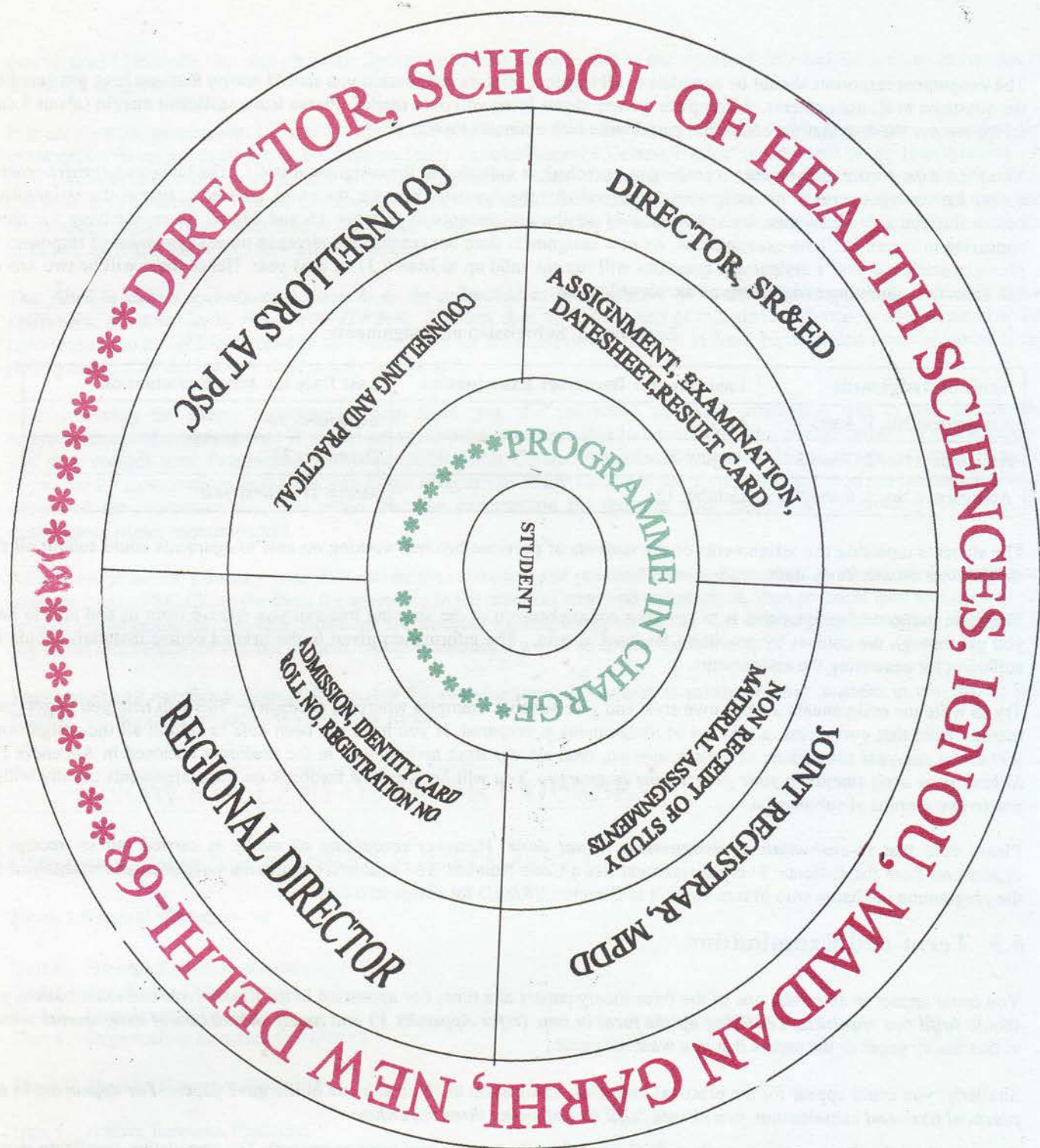
Fig. 2: Scheme of Student Support Services

The concentric circles contain the following text from outer to inner:

Outermost ring: DIRECTOR, SCHOOL OF HEALTH SCIENCES, IGNOU, MAIDAN GARHI, NEW DELHI-68

Second ring:
- COUNSELLORS AT PSC
- DIRECTOR, SR&ED
- REGIONAL DIRECTOR
- JOINT REGISTRAR, MPDD

Third ring:
- COUNSELLING AND PRACTICAL
- ASSIGNMENT, EXAMINATION, DATESHEET, RESULT CARD
- ADMISSION, IDENTITY CARD, ROLL NO, REGISTRATION NO
- NON RECEIPT OF STUDY MATERIAL, ASSIGNMENTS

Inner ring: PROGRAMME IN CHARGE

Centre: STUDENT

6.4 Assignments

Whenever you receive a set of assignments, check them immediately and ask for missing pages, if any, from Joint Registrar, Material Production and Distribution Division, IGNOU, Maidan Garhi, New Delhi-110 068 (Appendix III) or the programme in-charge of your programme study centre.

The assignment responses should be complete in all respects. Before submission you should ensure that you have answered all the questions in all assignments. Incomplete answer sheets bring you poor marks. Please leave sufficient margin (about 5 cm) on the answer sheet so that the counsellor could write his comments there.

You must submit your assignments according to the schedule indicated in the assignment itself. The University/programme-in-charge has the right to reject the assignments received after the due date. You are, therefore, advised to submit the assignments before the due date. Last date for submission of all the assignments is October 15 and March 30 respectively for those appearing in December/June examinations. As new assignment does not reach the students in time, submission of responses to previous academic year's assignment questions will remain valid up to March 31 of next year. Hence there will be two sets of last dates for submitting assignments as mentioned below:

Last Date of Submission of Assignments

Name of Assignment	Last Date for December Examination	Last Date for June Examination
Assignment No. 1, 4 and 7	May 15	September 30
Assignment No. 2, 5 and 8	August 16	December 31
Assignment No. 3, 6 and 9	October 15	March 31 of next year

The students repeating the assignments or the students of previous batches working on new assignments could submit all the assignments **on any early date**.

The main purpose of assignments is to test your comprehension of the learning material you receive from us and also to help you get through the courses by providing feedback to you. The information given in the printed course materials should be sufficient for answering the assignments.

Try to write the assignments in your own style and give suitable examples wherever necessary. This will help you to get good marks. Note that every year, a new set of assignments is prepared. If you have not been able to submit all the assignments within the one-year time frame of your admission, then ask for fresh assignments in the proforma enclosed in Appendix IV. *Submit your assignments to your programme in-charge*. You will be provided feedback on the assignments usually within one to two months of submission.

Please note that *re-evaluation of assignments is not done*. However recounting of marks is carried out on receipt of application from the students. Every assignment has a Code Number. The evaluation marks of assignments is maintained by the programme in-charge who in turn sends it to Director, SR&ED for computerisation.

6.5 Term-end Examination

You could appear in all or any one of the three theory papers at a time. For appearing in the theory term-end examination, you should *fulfil two requisites, i.e. filling up the form in time (refer Appendix V) and timely submission of assignments* related to that theory paper or the papers that you want to appear.

Similarly, you could appear for the practical term-end examination in all or any one of the three papers. *For appearing in the practical term-end examination, you should fulfil the following three requisites:*

- Attend all the three practical spells at PSC (related to the courses you want to appear). The completion certificate signed by respective counsellors is to be submitted as a proof.

- Fill up the practical term-end form in time and submit to the programme-in-charge (refer Appendix VI).

- Submit the log-books of the courses you want to appear. If you want to appear in Course 6, then the project report is also to be submitted.

Please note that appearing in theory paper is not a prerequisite for appearing in practical component. So, you can clear any of the theory/practical papers that you feel are prepared to appear and keep that to your credit.

Examination date sheet (schedule which indicates the date and time of examination for each course) is sent to all the Programme Study Centres approximately 5 months in advance. The same is also notified through IGNOU Newsletter from

time to time. Normally, the date-sheet for December examinations is sent in the month of July and for June examinations in the month of January.

It is an essential prerequisite for you to submit the examination form for taking examination in any paper. Copies of the examination forms are available at Programme Study Centres/Regional Centres/Evaluation Division at the Headquarters. A copy is also enclosed here at Appendix V in this Programme Guide. You can take photocopy of this form and use it. Only one form is to be submitted for all the courses in one term-end examination. Fill up forms for theory and practical term-end examination separately as mentioned in Appendix V and VI. *There is no separate fee for examinations*. But, if you submit the form late, then late fee of Rs.100/- will be charged.

The filled-in theory examination form is to be submitted to the Director (SR&ED), Indira Gandhi National Open University, Maidan Garhi, New Delhi-110 068. The last date for submission of examination forms is 30th September for examinations to be held in December and 31st March for examinations to be held in June. Examination forms received at the Headquarters after the last date shall strictly be rejected.

After receiving the theory examination form from you, the university will send intimation slip to you before the commencement of examinations. If you do not receive the intimation slip 15 days before the commencement of examinations, you may contact your Programme Study Centre/Regional Centre/Evaluation Division at Headquarters. If your name is registered for examinations in the list sent to the Programme Study Centre, even if you have not received intimation slip or misplaced the intimation slip, you could take the examination by showing your Identity Card (Student Card) to the examination centre superintendent.

As mentioned earlier, normally your PSC will be the centre for your practical term-end examination. However, if less than six students from a PSC fill up the form for appearing in the practical term-end examination, then practical examination will not be held at that centre for that year. However, the students wanting to appear in that year will be given the option to appear in any of the other PSCs convenient to them, where examination would be conducted in that year.

Your enrolment number is your Roll Number for examinations. Be careful in writing it. Any mistake in writing the Roll Number will result in non-declaration of your result.

7. KNOW SYLLABI OF YOUR COURSES

COURSE 1 INTRODUCTION TO MANAGEMENT-I

Block 1 General Management

Unit 1   Principles of Management
Unit 2   Functions of Management
Unit 3   Management Techniques
Unit 4   Organisation Structure and Design

Block 2 Human Resource Planning

Unit 1   Human Resource Planning
Unit 2   Recruitment, Selection and Induction
Unit 3   Training and Development
Unit 4   Communication

Block 3 Human Resource Management

Unit 1   Motivation
Unit 2   Leadership
Unit 3   Union and Management Relations
Unit 4   Wages and Salary Administration

Block 4 Practical Manual

Unit 1   Human Resource Development
Unit 2   Decision Making
         Case Studies

COURSE 2   INTRODUCTION TO MANAGEMENT-II

Block 1 Financial Management

Unit 1   Accounting Concepts and Application
Unit 2   Understanding Cost and their Behaviour
Unit 3   Budgeting
Unit 4   Financial Control

Block 2 Marketing And Health Economics

Unit 1   Marketing of Health Care Services
Unit 2   Pricing of Services
Unit 3   Health Economics

Block 3 Essentials Of Logistics And Equipment Management

Unit 1   Logistic Management
Unit 2   Inventory Control
Unit 3   Equipment Management—Planning & Procurement
Unit 4   Equipment Management—Maintenance, Repair & Disposal

Block 4 Practical Manual

Unit 1   Break Even Analysis
Unit 2   Preparation of Financial Statement
Unit 3   Manual—Utilisation of Equipment
Unit 4   Manual—Inventory Analysis

COURSE 3   ORGANISATION AND MANAGEMENT OF HOSPITALS

Block 1 Overview of Hospital System

Unit 1   Evolution and Classification of Hospitals
Unit 2   Hospital Organisation
Unit 3   Role of Hospitals
Unit 4   Role of Hospital Administration

Block 2 Challenges In Hospital Management

Unit 1   Present Hospital Scenario: Management Orientation
Unit 2   Public Relations and Image of Hospital.
Unit 3   Legal Aspects and Consumer Protection Act.
Unit 4   Fundamentals of Quality Management
Unit 5   Research in Hospital Administration

Block 3 Hospital Engineering Services

Unit 1   Basic Engineering Services
Unit 2   Allied Engineering Services

Unit 3   Engineering Hazards

Block 4 Practical Manual

Unit 1   Organisational Analysis
Unit 2   Patient Satisfaction Studies

COURSE 4   CLINICAL, DIAGNOSTIC & THERAPEUTIC SERVICES

Block 1 Clinical Services-I

Unit 1   Outpatient Services
Unit 2   Accident and Emergency Services
Unit 3   Operation Theatre
Unit 4   Intensive Care Unit

Block 2 Clinical Services-II

Unit 1   Inpatient Services
Unit 2   Nursing Services Organisation and Administration
Unit 3   Ward Management and Nursing Care
Unit 4   Physical Medicine and Rehabilitation

Block 3 Diagnostic And Therapeutic Services

Unit 1   Laboratory Services
Unit 2   Radio-diagnosis and Imaging Services
Unit 3   Radiation Hazards
Unit 4   Blood Transfusion Services
Unit 5   Pharmacy Services

Block 4 Practical Manual

Unit 1   Problems in OPD
Unit 2   Emergency Procedures
Unit 3   Quality Control Study in Laboratory

COURSE 5   SUPPORT & UTILITY SERVICES AND RISK MANAGEMENT

Block 1 Support And Utility Services-I

Unit 1   Sterile Supply Services in Hospitals
Unit 2   Medical Record Department
Unit 3   Linen and Laundry Services
Unit 4   Dietary Services
Unit 5   House Keeping Services

Block 2 Support And Utility Services-II

Unit 1   Mortuary Services

Unit 2   Transportation
Unit 3   Sanitation and Waste Management

Block 3 Safety And Risk Management

Unit 1   Hospital Acquired Infection (HAI)
Unit 2   Disaster Management
Unit 3   Security, Organisation and Management

Unit 3 Engineering Hazards

Block 4 Practical Manual

Unit 1 Organisational Analysis
Unit 2 Patient Satisfaction Studies

COURSE 4 CLINICAL, DIAGNOSTIC & THERAPEUTIC SERVICES

Block 1 Clinical Services-I

Unit 1 Outpatient Services
Unit 2 Accident and Emergency Services
Unit 3 Operation Theatre
Unit 4 Intensive Care Unit

Block 2 Clinical Services-II

Unit 1 Inpatient Services
Unit 2 Nursing Services Organisation and Administration
Unit 3 Ward Management and Nursing Care
Unit 4 Physical Medicine and Rehabilitation

Block 3 Diagnostic And Therapeutic Services

Unit 1 Laboratory Services
Unit 2 Radio-diagnosis and Imaging Services
Unit 3 Radiation Hazards
Unit 4 Blood Transfusion Services
Unit 5 Pharmacy Services

Block 4 Practical Manual

Unit 1 Problems in OPD
Unit 2 Emergency Procedures
Unit 3 Quality Control Study in Laboratory

COURSE 5 SUPPORT & UTILITY SERVICES AND RISK MANAGEMENT

Block 1 Support And Utility Services-I

Unit 1 Sterile Supply Services in Hospitals
Unit 2 Medical Record Department
Unit 3 Linen and Laundry Services
Unit 4 Dietary Services
Unit 5 House Keeping Services

Block 2 Support And Utility Services-II

Unit 1 Mortuary Services

Unit 2 Transportation
Unit 3 Sanitation and Waste Management

Block 3 Safety And Risk Management

Unit 1 Hospital Acquired Infection (HAI)
Unit 2 Disaster Management
Unit 3 Security, Organisation and Management

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Block 4 Practical Manual

Unit 1 Case Study/Guidelines—Nosocomial Infection
Unit 2 Guidelines for Waste Disposal in Hospital
Unit 3 Guidelines for Disaster Management Manual
Unit 4 Fire Manual Guidelines

COURSE 6 HEALTH SYSTEM MANAGEMENT

Block 1 Community Health

Unit 1 Concept in Community Health
Unit 2 Health for All and Primary Health Care
Unit 3 Basics of Epidemiology & Biostatistics
Unit 4 Occupational Health
Unit 5 Health Insurance

Block 2 Health System In India

Unit 1 Overview of Health Care Delivery System
Unit 2 Holistic Approach to Health
Unit 3 Health and Population, Policy and Strategies
Unit 4 District Health Organisation
Unit 5 Regionalization of Health Care

Block 3 National Health Programmes

Unit 1 Programme Related to Communicable Diseases
Unit 2 Programme Related to Non-communicable Diseases
Unit 3 Reproductive and Child Health Programme
Unit 4 Health Related Programmes

Block 4 Practical Manual

Unit 1 Guidelines for Visit to Sub-centre, PHC, CHC, District HQ
Unit 2 Epidemiological Investigation of an Outbreak of Food Poisoning

Guidelines on Project Work

List of Programme Study Centres

Sl. No.	Code No.	Address of Programme Study Centre
1.	0146(P)	Nizam's Institute of Medical Sciences, Punjagutta, Hyderbad-500 082
2.	0547(P)	HAI Medicare & Research Institute, Bailay Road, Raja Bazar, Patna-800 014
3.	1625(P)	N.K.P. Salve Institute of Medical Sciences & Lata Mangeshkar Hospital, Digdoh, Hingna Road, Nagpur-440 019
4.	2789(P)	Sanjay Gandhi Post Graduate Institute of Medical Sciences, Raebareli Road, Lucknow-226 014
5.	1333(P)	M.S. Ramaiah Hospitals, M.S. Ramaiah Nagar, MSRIT Post, Bangalore-560 054
6.	2342(P)	Indian Institute of Health Management Research, 1, Prabhu Dayal Marg, Near Sanganer Airport, Jaipur-302 011
7.	1243(P)	Sher-I-Kashmir Institute of Medical Sciences, Soura, Srinagar-190 011
8.	0753(P)	ESIC Hospital, Sri Maa Anandmayee Marg, Okhla Phase-I, New Delhi-110 020
9.	0756(P)	ESIC Hospital, Basaidarapur, Ring Road, New Delhi-110 015
10.	0767(P)	Army Hospital (R&R), Delhi Cantt.
11.	1631(P)	DR.D.Y. Patil Medical College for Women & Hospital, Maheshnagar, Pimpri, Pune-411 018
12.	2567(P)	Apollo Hospitals, Greams Road, Chennai-600 006
13.	2836(P)	Command Hospital, Eastern Command (Army), Kolkata-21
14.	1022(P)	Command Hospital, Western Command, Chandimandir-134 107
15.	0429(P)	151, Base Hospital, C/O 99 APO, Guwahati
16.	1245(P)	Govt. Medical College, Jammu
17.	1334 (P)	Command Hospital AIR Force, Airport Road, P.O. Agram, Bangalore-560 007

Indira Gandhi National Open University
इन्दिरा गांधी राष्ट्रीय मुक्त विश्वविद्यालय

REGIONAL CENTRES
क्षेत्रीय केन्द्र

Srinagar

Udampur

Jammu

Shimla

Chandimandir

Dehradun

Karnal

Delhi-1
Delhi-2

Jaipur

Lucknow

Guwahati

Shillong

Gandhinagar

Allahabad

Patna

Ahmedabad

Bhopal

Nagpur

Calcutta

Pune

Bhubaneshwar

Hyderabad

Chennai

Bangalore

Cochin

Thiruvanthapuram

●	Headquarters
●	Regional Centre
●	Recognised Regional Centres