

**Post Graduate Diploma in
Hospital and Healthcare Management
(PGDHM)**

**Revised
Course Syllabus, Contents and Learning Objective**

**Conducted by
ALL INDIA INSTITUTE OF LOCAL SELF-GOVERNMENT**

**Affiliated to and Recognized by
Saurashtra University
(UGC Recognized and NAAC Accredited University)**

Introduction

The Post Graduate Diploma in Hospital and Healthcare Management (PGDHHM) is a course conducted by AILSG all over India through its various centres.

In order to maintain uniformity in conduct of the course, developing standardized working guidelines has become a need of the hour.

These working guidelines intend to guide the following persons who might be involved in the smooth running of the course.

1. Board of Studies and Examination Members.
2. Regional Directors.
3. Principals of PGDHHM.
4. Course coordinators of PGDHHM.
5. Teaching Faculty.
6. Administrators including A.O's

These working guidelines give a glimpse into the following areas of PGDHHM course for the above-mentioned key personnel's.

1. Policy Statements for PGDHHM course
2. Syllabus and Course Content
3. Teaching Methodology
4. Hands on training including project work, hospital visits, case presentations etc.

The draft plan and course contents have been circulated earlier. The principals of some of the AILSG centres and academicians of medical colleges have offered their suggestions, in light of their experience in hospital administration. These suggestions have been taken into consideration and the manual has been restructured accordingly. This is to ensure uniformity of course pattern and teaching methodology across the country for conduct of PGDHHM course. The commonly used policies and protocols used by hospitals, which intend to keep quality of their services as a priority, are also taken into consideration while preparing the syllabus.

It is our sincere desire that these standardized working guidelines would improve the quality of PGDHHM course, which would be befitting to the name and reputation of All India Institute of Local Self Government.

COURSE CONTENTS.

Post Graduate Diploma in Hospital & Healthcare Management (PGDHMM)

COURSE SYLLABUS

First Semester – Theory

Paper No	Topic	Marks	Teaching Hours
Paper I	Foundation of Health and Health Care System	100	30
Paper II	Principles of Management	100	30
Paper III	Organization of Hospital Services	100	30
Paper IV	Materials Management	100	30
Paper V	Human Resource Management	100	30
Paper VI	Medico- Legal Aspects of Hospitals	100	30

Second Semester – Theory

Paper No	Topic	Marks	Teaching Hours
Paper VII	Financial Management	100	30
Paper VIII	Health Economics	100	30
Paper IX	Hospital Planning	100	30
Paper X	Organizational Behaviour	100	30
Paper XI	Quality Management	100	30
Paper XII	Strategic Management and Marketing in hospitals and Health Care	100	30

First Semester

<p>Paper I (30 hours)</p>	<p>Foundations of Health and Healthcare System</p> <ol style="list-style-type: none"> 1. Concept of health & disease: Concept of Prevention, Preventive Medicine, 2. History of Hospitals. Characteristics Hospitals as industry, Community Medicine & Hospitals. 3. Introduction to Primary Health Care, Definition, Principles, Functions, Evolution of Health Care System. Organisation of Health Services at central, state & district level including Municipal Corporations & Councils, Panchayat Raj institutions. Inter-sectoral linkages. 4. Role of hospitals in health care system. 5. National health policy, National Rural and Urban Health Mission. 6. National Health Programmes. International Health Agencies. 7. Concepts of family welfare. National Family Welfare programme. MCH and RCH programmes.
<p>Paper II (30 hours)</p>	<p>Principles of Management</p> <ol style="list-style-type: none"> 1. Management: Definitions, Concepts, Theories, Basic Principals and Functions of Management. 2. Planning: Nature, Types, Purpose, Process, Forecasting, Planning Decisions, Setting Standards. Policy Making. 3. Organisation: Nature, Purpose, Levels and Spans, Delegation, Centralization V/s Decentralization, Authority, Responsibility, Accountability, Lines of Authority, Line of communication, Organisation in Health Intuitions. 4. Controlling: Nature, Purpose, Systems, Tools and Techniques. 5. Co-ordination: Concept. Manager as a Co-ordinator. 6. Decision making: Concept, Process, Types. 7. Management by objectives (MBO) 8. Time management: Concept. 9. Management of change: Types of change, Strategies, Human Elements in Change.
<p>Paper III (30 hours)</p>	<p>Organisation of Hospital Services</p> <p>Goals, objectives, policy considerations, procedures, systems, equipment, manpower, interdepartmental linkages, information and reporting systems, special issues, etc. pertaining to various services</p> <ol style="list-style-type: none"> 1. Organisation of various Clinical Services: Emergency (casualty), OPD, IPD, Laboratory, Blood Bank, Imaging, Operation Theatre, ICUs, Maternity, 2. Organisation of various Supportive services in hospitals. CSSD, Dietary, Medical Gases, Medical Records, Rehabilitation, House keeping, Safety and Security, Laundry, Occupational Health Services, Pharmacy. 3. Organisation of various Administrative Services: Front Office, Billing and Accounting, Administrative, etc. 4. Disasters Management.

<p>Paper IV (30 hours)</p>	<p>Materials Management</p> <ol style="list-style-type: none"> 1. Concepts: Importance in Hospital Stores: Types of Stores in Hospital Indenting and Purchasing Procedure: Supply and Replacement of Stocks: Card Systems: Stock Verification: 2. Hospital Stores and Pharmacy: Functions, Organization and management of Stores and Pharmacy. Records. 3. Inventory control: Concept: Scope: Advantage: Various Analysis viz. ABC/VED etc. Economic Order of Quantity (EOQ): Lead Time: Buffer Stock: Effective Quality Control Over Supply. 4. Control on Pilferages: 5. Purchase policies and procedures. Tendering Procedures: 6. International Purchasing: Import of Materials: Tariff Policies and Procedures: Customs and Excise Exemption: Letter of Credits and other formalities relating to imports: 7. Maintenance: Mode of Maintenance: Equipment and plant Maintenance, Maintenance Contract, Property Maintenance:
<p>Paper V (30 hours)</p>	<p>Human Resource Management</p> <ol style="list-style-type: none"> 1. Concept : Scope : Functions, Line and staff Concept and relationship, Role of Personnel Department, 2. Manpower Planning and Procurement, Job Analysis, Job Specifications of Hospital staff, Job Evaluation, Wages, Salary and requisites, Incentive Scheme. 3. Recruitment, Selection, Transfers, Promotions, Retirement provisions, Training. 4. Personnel Records, Time Keeping, Performance Appraisal, 5. Union and Management Relations, Grievance Handling, Conflict Causes and Resolution, Worker's Participation in Hospital Management, Welfare and Recreation activities, 6. Disciplinary procedures Departmental Enquiry: Responsibility fixing in Hospital Practice, Punitive measures and their impact, Services rules, Reasons for holding Enquiry, Types of Enquiry, Inquiry Procedures,
<p>Paper VI (30 hours)</p>	<p>Medico Legal Aspects of Hospital</p> <ol style="list-style-type: none"> 1. Concept, Need, Types of Medico Legal Cases, 2. Procedures, Police investigation, Court, Deliberation, Death Certificates, Court Procedures, Types of Courts dealing with civil and criminal cases. 3. Medical negligence & Malpractices and Steps to Control, Related Laws, 4. M.T.P. Act, 1971 5. Nursing Home Registration Act, 6. IPC Act, (to the extent relevant to hospitals.)* 7. Organ Transplant Act, 8. PCNDT (Pre Conception and Pre-Natal Diagnostic Test) act. 9. HIV-AIDS related policy issues. 10. Consumers Protection Act, 1986 11. Registration of Birth and Death Act, 1969 12. Drug and Cosmetic Act.1940 13. Laws related to Waste Management.

Second Semester

<p>Paper VII (30 hours)</p>	<p>Financial Management</p> <ol style="list-style-type: none"> 1. Basic Accounting Concepts: Capital & Revenue Expenditure, Profit & Loss Account, Balance Sheet, Fixed Assets, Current Assets, Depreciation, Reconciliation. 2. Financial Management: Meaning, Importance, Functions of Finance, Working Capital Management, and Capital Budgeting. 3. Basic Cost Concepts: Fixed Cost, Variable Cost, Prime Cost, Overheads, Costing Methods, Cost Analysis and Cost Control Mechanisms. 4. Budget: Conventional Budget, Performance Budget, Budgetary Control, Planning, Programming, Scheduling, Financial Reporting Systems. 5. Ratio Analysis: Meaning, Importance, Types of Ratios, Current Ratio, Acid Test Ratio, Debt Equity Ratio, Return on Investment, Inventory Turnover Ratio. 6. General Auditing: Concepts, purpose, procedures, corrective measures. 7. Admissions and Billing Procedures.
<p>Paper VIII (30 hours)</p>	<p>Health Economics</p> <ol style="list-style-type: none"> 1. Economics principles, effects of macro level economic policies on health. 2. Market economy concept and Perfect Competition. 3. Demand & Supply theories - Income Elasticity, Price Elasticity, Cross Elasticity of demand and supply 4. Techniques of Economic Evaluation - Cost Effectiveness, Cost Benefit, Cost Utility and Cost Minimization concepts 5. Means of Finance for Hospital Industry 6. Health Insurance and its impact 7. Corporate Social Responsibility.
<p>Paper IX (30 hours)</p>	<p>Hospital Planning</p> <ol style="list-style-type: none"> 1. Project conceptualisation, 2. Conducting Market research 3. Feasibility study, 4. Role of various agencies in hospital planning, 5. Preparing functional & space programs, Equipment planning. 6. Specifications for various departments in hospitals, Standards available, design parameters for hospitals, Architect's brief. Building Regulations. 7. Engineering services. 8. Management of Hospital Projects, Environment, Power saving. 9. Commissioning of services 10. Planning of Health Services and Healthcare Projects and programmes.

<p>Paper X (30 hours)</p>	<p>Organisational Behaviour</p> <ol style="list-style-type: none"> 1. Directing: Nature, scope. 2. Motivation: Concepts, Purpose, importance. Need theories. Various approaches and Techniques to enhance Motivation. 3. Leadership and Supervision: Concept, Character and Significance of Leadership. An overview of Leadership styles. Manager as a leader. Concept and Role of Supervision. Tools of Supervision. Effective Supervision. Foundation of Good relationship. 4. Effective Communication in Management: Definition. Process. Media, Channels. Techniques. Listening characteristics of Effective Communication. 5. Groups in Organization: Formal and informal Groups. Group Dynamics. Team working. Johri Window, Transactional Analysis. 6. Public Relations: Concept. Definition. Concept of Public. Role of Administration. Need of Public Relations. Public Relations as two way process. Method and Media. Consumer Satisfaction. 7. Stress Management. 8. Application of Behavioural Sciences in Hospital Administration.
<p>Paper XI (30 hours)</p>	<p>Quality Management:</p> <ol style="list-style-type: none"> 1. Evolution of Quality Movement: Quality Assurance, Total Quality management, continuous quality improvement, 2. Theories and principles of Quality Assurance: Deming's principles, Juran Trilogy, Kaizen, Philip Crosby's Principles, Six Sigma. 3. Need for Quality Management Initiatives in Health Care, Accreditations. (NABH, NABL, JCAH, etc.) 4. Tools for Quality Management: Improvement techniques planning techniques. 5. Measurement techniques: 6. Benchmarking for Quality Standards ISO 9000 series. 7. Implementation Strategies for Quality Programs: Trainings for quality, Leadership issues, Selection of pilot projects, quality circles. 8. Medical audit
<p>Paper XII (30 hours)</p>	<p>Strategic Management and Marketing in Hospitals and Healthcare</p> <p><u>Marketing:</u></p> <ol style="list-style-type: none"> 1. Marketing Concepts. 2. Customer Satisfaction. 3. Need, principles, Significance. 4. Market research, Marketing planning, Strategies, Profiles, 5. Control and growth in marketing. 6. Market Analysis, Segmentation, Targets, Product Mix, Pricing Mix, 7. Marketing of hospital and Healthcare services, Marketing of Health., Social Marketing. <p><u>Strategic Management:</u></p> <ol style="list-style-type: none"> 1. Concept of strategic Management. 2. Importance of Strategic thinking, 3. Strategic planning. Processes. 4. Competitive strategies,

Field Work (30 credit hours)	Internship in a hospital for one month.
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- 12 hours a week of lectures. X 15 Weeks, per semester.
- Course will be conducted either 6 days in a week (Monday to Friday) or Week ends (Friday, Saturday, Sunday) according to local conditions by the centres of AILSG. Some lectures, case studies, seminars may be arranged on other days also. Students will have to attend these, also.
- **Attendance** : 75% each semester. 100% field work.

Practical Training through Internship Placements in Hospitals.

One month internship in a hospital (30 credit hours)

Objective: Study the working of a hospital from management perspective.

Student shall write an internship report in following format:

- 1) General Description and Location.
- 2) Scope and Classification of hospital.
- 3) Goal, Structure and Technology Analysis.
- 4) History of the hospital.
- 5) Hierarchical Structure.
- 6) Functional Organisation.
- 7) Physical organisation with layout map.
- 8) Departmental Analysis of
 - a. Three Clinical departments.
 - b. Three Supportive Departments.
 - c. Two Administrative Departments.
- 9) Out-reach Services.
- 10) Management Information Services. (MIS)

Student will be assigned a project by Principal / Course Coordinator (in consultation with hospital administrator)

Student will carry out the project work and prepare a project report

Project topic may be problem solving exercise / planning exercise / operation research exercise / A case study

Operationalization

Conduct of Training Programme:

- **Theory:**

1. Course will be conducted either 6 days in a week (Monday to Friday) or Week ends (Friday, Saturday, Sunday) according to local conditions by the centres of AILSG. Some lectures, case studies, seminars may be arranged on other days also. Students will have to attend these, also.

- **Attendance:**

1. 75% for theory in each semester.
2. 100% for Internship placement.

- * **Internal Assessment**

Internal Tests will be conducted for each subject. It is mandatory for student to appear and pass the Internal Test of each subject to be eligible to appear in semester examination conducted by the University.

If any student fails to attend 1 or 2 internal assessment test for some compelling reasons, Principal of the Centre will examine the case on the basis of evidence on record in the light of overall performance of the student and may allow such student to appear for the University examination, recording the reasons thereon.

Qualifications of Faculty

Papers I & II:	Post Graduate Qualification in Preventive and Social Medicine.
Papers III & XII:	Post Graduate Qualification in Hospital / Healthcare Management.
Paper VI & XI:	Post Graduate Qualification in Hospital / Healthcare Management with experience related to the subject.
Paper V:	Post Graduate Qualification in Management (experience in Hospital preferred)/ Post Graduate Qualification in Hospital / Healthcare Management (Experience of Materials Management in hospitals).
Paper VI:	Post Graduate Qualification in HR (experience in hospital Preferred)/ Post Graduate Qualification in Hospital / Healthcare Management (Experience of HR in hospitals).
Paper VII:	A degree in law with expertise or knowledge of Labour laws and Consumer laws./ PG qualification in management with expertise in labour laws and consumer affairs/ PG qualification in Hospital/ Healthcare Management with experience in labour law related matters in hospitals.
Paper VIII:	A law graduate with knowledge of medico-legal laws./ Medical Graduate with a degree in law/ Pg qualification in forensic medicine.
Paper IX:	PG in Commerce/ Graduate in commerce with experience in hospitals/ CA with exposure to hospital field.
Paper X:	PG qualification in Hospital and Healthcare management with exposure to practical aspects of Health Economics/ PG in Commerce with exposure to health related matters./ MD PSM with exposure to Health Economics.

TEACHING METHODOLOGY

Lectures: With appropriate examples and cases.

Assignments: To encourage self-study and research.

Internal test: To evaluate the students understanding of the subject and to know the needs of additional inputs and/or changes in teaching methods if any.

Use of Audio-visual aids in teaching: To enhance the effectiveness of classroom teaching.

Use of Interactive Information Technology: To gather expert resource and make it available to all the centres to refurbish traditional teaching.

Learning Objectives:

Learning objectives of the course subject-wise are given on page no.4

STUDY-MATERIAL

Study Material in the form of lecture notes will be issued to the students and will be included in the fees.

Students are expected to refer to other books on concerned topics. Suggested list of books is given below.

	BOOKS FOR Further Study	
Paper I	Foundations of Health and Health care system	<ol style="list-style-type: none"> 1. Preventive and Social Medicine – Park and Park 2. Preventive and Social Medicine – Park and Park 3. Healthcare administration – S. L. Goel (3 Vol.) 4. Healthcare System & Management – S. L. Goel (3 Vol.)
Paper II	Principles of Management	<ol style="list-style-type: none"> 1. Preventive and Social Medicine – Park and Park 2. Healthcare administration – S. L. Goel (3 Vol.) 3. Healthcare System & Management – S. L. Goel (3 Vol.) 4. Statistics for Management – Levin 5. State of India's Health - VHAI 6. Operations Research Techniques for Management – Banerjee
Paper III	Organization of Hospital Services	<ol style="list-style-type: none"> 1. Management – Stoner, Freeman, Gilbert 2. Management – Koontz 3. Essentials of Management – Koontz 4. Principles of Management – L.M. Prasad. <p>Also Books by Peter Drucker and Porter</p>
Paper IV	Materials Management	<ol style="list-style-type: none"> 1. Principles of Hospital Administration & Planning – B. M. Sakharkar 2. Clinical services – Dr. G. R. More Patil. 3. Supportive services – Dr. G. R. More Patil. 4. Management Process in Healthcare – S. Srinivasan. Effective Hospital Management – Dr. Pradnya Pai Hospital administration C. M. Francis

Paper V	Human Resource Management	<ol style="list-style-type: none"> 1. Materials Management and Purchasing – Dean S. Ammer 2. Materials Management – Dr. G. R. More Patil 3. Materials Management – Khanna
Paper VI	Medico Legal Aspects of Hospital	<ol style="list-style-type: none"> 1. Human Resource Management – Robbins 2. Human resource Management – Ashok Thappar. 3. Handbook of Hospital personnel Management – R. C. Goyal
Paper VII	Financial Management	<ol style="list-style-type: none"> 1. Financial Management – Prasanna Chandra 2. Financial Management - Pandey 3. Hospital Management Accounting, Planning & Control – G. R. Kulkarni. 4. Cost Reduction in Hospitals and Healthcare – ISHA 5. Financial Management of Hospital – J.J. Berman 6. Cost Analysis in Primary Healthcare – Training Manual for Managers – WHO
Paper VIII	Health Economics	<ol style="list-style-type: none"> 1. Economics – Lipsy 2. Health Economics – 3. Economics of Health Sector Analysis - Concepts and Cases – Mead Over (World Bank)
Paper IX	Hospital Planning	<ol style="list-style-type: none"> 1. Hospital planning – Allen. 2. Hospital planning, design and Management – G. D. Kunders. 3. Principles of Hospital Administration & Planning – B. M. Sakharkar
Paper X (30 hours)	Organisational Behaviour	<ol style="list-style-type: none"> 1. Organisational Behaviour -Stephen Robbins 2. Organisational Behaviour- Uday Parikh
Paper XI (30 hours)	Quality Management	<ol style="list-style-type: none"> 1. Designing for quality in healthcare – G. D. Kunders. 2. Guide Book fro NABH Standards. – 3. Quality Council of India Quality Management – Bagchi
Paper XII (30 hours)	Strategic Management and Marketing in Hospitals and Healthcare	<ol style="list-style-type: none"> 1. Marketing Management – Kotler 2. Marketing Management – Rajan Saxena 3. How to Market your hospital? – G.D. Kunders 4. Strategy – Howard Business Essentials. 5. Strategic management – Prahlad 6. Strategic management – Porter

EXAMINATION-PATTERN
AS APPROVED BY SAURASHTRA UNIVERSITY

Semester I

- 1) Each Subject will have written examination of 100 marks each.
- 2) Viva Voce examination covering all the six subjects taught in the semester for 100 marks.

Total: 600 + 100 = 700 marks

Semester II

- 1) Each Subject will have written examination of 100 marks each.
- 2) Viva Voce examination covering all the six subjects taught in the semester for 100 marks.
- 3) Internship: Internship report – 50 marks, Viva Voce Examination on Internship 50 marks. Total 100 marks.

Total: 600 + 100 + 100 = 800 marks

Grand Total - Semester I	..	700 marks
Semester II	..	<u>800 marks</u>
Total	..	<u>1500 marks</u>

Passing Marks:

50% marks in Theory Examination.

50% marks in Viva voce Examination on Theory Subjects.

50% marks for Internship Report and Viva Voce on Internship.

FORMATS

Format for Problem Oriented Project

1. Title Page

2. Table of Contents

3. Executive Summary

This section should comprise of a brief overview of the case, giving brief background and noting any important assumptions made. (In case students can not have all the information that students may like hence certain assumptions need to be made). A synopsis of case report should be given, noting very briefly the major problems identified and the recommendations.

4. Problem Identification and Analysis

In this section you should identify all the major problems in the case in behavioural terms i.e. in management/ OB related terms (if not in marketing or an accounting terms). Try to get to the underline cause of the problem and not just symptoms. Seek advice from the tutor on the layout of this information.

You should link each problem identified to relevant theory and also to actual evidence from the case. Remember to integrate both theory and references.

5. Statement of Major Problems

In most case studies one will identify a number of problems – too many to actual solve. Hence it is important to make it clear which are the major two or three problems or key issues that must be solved first. Hence this section is just a short concise statement of what problems you are going to solve in the remainder of the case.

6. Generation and Evaluation of Alternative Solutions

While most problems will have a very large number of possible solutions it is your task to identify and evaluate the most important.

Each alternative solution should be briefly outlined and then evaluated in terms of its advantages and disadvantages. The solutions suggested need to be practical and not just theoretical.

7. Recommendation

This section should state which of the alternative solutions (either singly or in combination) identified in section six is recommended for implementation. Students need to briefly justify his/her choice, explaining how it will solve the major problems identified in section 6. Integration of relevant theory is appropriate here.

8. Implementation

In this section one should specifically explain how you will implement the recommended solutions. Theory cannot be implemented, it needs to be translated into actions. This should include what needs to be done, by whom, when it needs to be done, what would be the cost etc.

Remember if a recommended solution cannot be realistically implemented then it is no solution at all.

9. Appendices (if any)

10. Bibliography/ References.

This will contain an alphabetical list of all the references you have cited in the body of the report. Do not include details of any sources you have not cited. Ensure that the style used is correct and consistent.

CASE STUDY METHODOLOGY

Case study is a methodology of studying organizations, their working, projects, incidences, decisions, projector or decision implementations, etc. Purpose of case study is to analyze, study, discuss, evaluate, suggest remedial measures if warranted, to know whether the methods and techniques employed in situation under study could be replicated, etc. Professional schools from Harvard University pioneered the Case study methodology in 1870.

Management is not an exact science. There is no single, demonstrably right answer to a business or organizational problem. Case discussion provides an opportunity to develop a convincingly better solution through deliberations among the participants. The cases are means of studying the complex interactions of principles, demonstrating application of principles and practicing analysis of complex situations. Case serves as a backdrop for enabling participants to discover and learn applications of the specific concepts and skills taught in the classrooms. Cases are aid to learn (a) to recognize unique aspects of different situations; (b) define problems; (c) suggest further avenues for analysis and (d) devise and implement action plans.

A good case describes real life problems, issues or situations involving real life organizations. A case study involves a detailed study of a particular example related to organizational business. Information given includes a history of the case and description of conditions that exist at the time the decision was taken. Cases invariably require large amount of information of various sorts and making of recommendations or decisions. Particulars of the situation at hand have to be understood and analyzed in detail. There can be more than one possible solution to a problem.

All steps in problem solving methodology like Problem definition, data collection, identifying cause of problem, collection and analysis of data, development of alternatives and choosing best of the alternative as a possible solution or recommendation are followed in the study of problem. Methods like group discussions or brainstorming can be used as aids. Various research, analysis, statistical, operations research techniques are useful in thoroughly understanding the problem.

A very useful methodology of Case Study in the for study, evaluation, improvement in the working of hospitals and Healthcare is of studying existing hospitals, healthcare institutions, their workings, systems, ongoing or past projects; analyzing them in-depth from all aspects of management, evaluating the results/ performance. These are compared with theoretical teachings from class rooms, reference books, existing industry standards, guidelines, benchmarks, BIS and NABH standards, etc. Derive conclusions; formulate recommendations for improvements in the working or for improvement in future replications, etc.

The Format would be: (every point may not be applicable in every case)

1. Introduction.
2. Objective of study.
3. Methodology.
4. Background of organization, departments, projects, services, etc.
5. Theoretical discussion, (if relevant).
6. Detailed description of the project, service or department.
 - a. Aims, objective, Scope
 - b. Organization;
 - i. Physical, (Space, rooms, structures, systems, circulation patterns, etc.)
 - ii. Personnel, (Hierarchy, Organizational Chart)
 - iii. Functional, (Functional Divisions and Sub-divisions)
 - c. Resources: Men, Material, Machines, Equipment, Money, Time, Energy, Information.
 - i. Required,
 - ii. Available,
 - iii. Effective and efficient utilization.
 - d. Management: Policies, Procedures, Rules, Manuals, Systems, Control, Coordination, Management Information System, Record keeping, etc.
 - e. Work Load,
 - f. Work Environment,
 - g. Quality Management,
 - h. Inter-departmental Relationships.
 - i. Special Features.
7. Comparison with Theoretical recommendations of requirements, standards, norms, etc.
8. Recommendations.
9. Conclusions.

Departmental Analysis Format.

- a. Aims, objective, Scope
- b. Organization;
 - i. Physical, (Space, rooms, structures, systems, circulation patterns, etc.)
 - ii. Personnel, (Hierarchy, Organizational Chart)
 - iii. Functional, (Functional Divisions and Sub-divisions)
- c. Resources: Men, Material, Machines, Equipment, Money, Time, Energy, Information.
 - i. Required,
 - ii. Available,
 - iii. Effective and efficient utilization.
- d. Management: Policies, Procedures, Rules, Manuals, Systems, Control, Coordination, Management Information System, Record keeping, etc.
- e. Work Load,
- f. Work Environment,
- g. Quality Management,
- h. Inter-departmental Relationships.
- i. Special Features.

Planning Project Work Format

Project Work Format:

1. Title:
2. Cover page:
3. Contents:
4. List of exhibits:
5. List of tables:

A table of contents should include a list of any figures or tables appearing in the report.

A list of tables is presented on a separate page following the table of contents

6. Executive summary:

The executive summary is designed to give the busy executive a brief overview of the report.

The executive summary includes:

- A statement of purpose
- A brief description of the report.
- A summary of the findings
- Recommendations.

7. Historical Backgrounds:
8. Introduction:
9. Vision:
10. Mission:
11. Objective:
12. Catchments area:
13. Types of services:
14. Planning and Designing:
15. Human resources:
16. Statistics and Data Analysis if any:
17. Data Interpretation:
18. Findings:
19. Recommendation:
20. Conclusion:
21. Appendices (if any):
22. References/ Bibliography:

The above-mentioned points are to be discussed by the concerned faculty/ guide with the student after each visit.

PRESENTATION OF WRITTEN MATERIAL

GUIDELINES

- A high standard of presentation is required. Type, word processing and using Audio-Visual Aid are expected.
- Work that is submitted in an illegible or untidy fashion may, at the tutor's discretion, be returned unmarked or with marks deducted for poor presentation.
- Under no circumstances, should an assignment be written/ typed on both the sides of the paper.
- Work should be double or 1.5 spaced.
- A margin of 30mm should be left on both sides of the page. This provides adequate room for examiners comments as well as creating an uncluttered presentation.
- Grammar, spelling and punctuation are matters which should not be neglected.
- Every assignment should be clearly identified.
- The following details must be on the front of all assignment.
 1. Name:
 2. Roll Number:
 3. Assignment name:
 4. Subject:
 5. Lecturer/ Tutor/ Guide:
 6. Date Submitted:

Ideally all written material should also be presented orally in the form of an Audio-Visual presentation.