

Master in Hospital Administration (two years, full time) Course, KGMU

8.3. Examination fee: as per KGMU norms.

8.4. Miscellaneous: for availing any campus facility as per KGMU norms.

9. Medium of Instruction: The Medium of instruction will be English.

10. Course Structure

10.1. Time duration available

Duration	2 yrs
Working Days (365 - Holidays as per KGMU policy (aprox 20 gazetted holidays & 52 Sunday)*2	586 days
Working hours (8 per day)	4688 hrs
Total Semesters	4
Hrs available per semester (4 semester)	1172

10.2. Paper/Examination:

I Internal Examination		
Semester I (1172 hrs)		Marks
Paper 1	Concept and Principle of Management	100
Paper 2	Organisational Behaviour	100
Paper 3	Human Resource Management	100
Paper 4	Quality of Medical Care and Patient Safety	100
Paper 5	Hospital Administration	100
Semester II (1172 hrs)		Marks
Paper 6	Organisation and Management of Clinical Services	100
Paper 7	Organisation and Management of Support & Utility Services	100
Paper 8	Research Methodology	100
Paper 9	Biostatistics, Hospital Statistics and Operational Research	100
Semester III (1172 hrs)		Marks
Paper 10	Health Administration	100
Paper 11	Hospital Planning	100
Paper 12	Epidemiology	100
Paper 13	Material Management And Inventory Control	100
Semester IV (1172 hrs)		Marks
Paper 14	Healthcare Marketing and Public Relations	100
Paper 15	Recent Trends	100
Paper 16	Hospital Accounting and Financial Management	100
Paper 17	Legal Aspect	100
II External Examination		Marks
Final Examination: Dissertation; Case Studies / Projects one each Semester; Viva Voice; Practical		100

10.3. Dissertation :

The student will be required to complete a satisfactory dissertation in his/her area of interest. The dissertation will include a critical review of literature pertaining to the specific area of interest, data collection and analysis on the selected problem besides other components of the dissertation.

10.4. Case Studies / Project:

Each student would work with organization. It is compulsory to complete one case study / Project in each semester. The objective is to allow students to have hands on experience. It would also help students to develop managerial skills and competencies.

10.5. Paper wise details

Semester I Paper 1	
1	Concept and Principles of Management
1.1	Introduction to Management: Terminology, Definitions; History and evolution of management thoughts; Management: science, theory and practice; Principles of management and their applicability in hospital field.
1.2	Social responsibility of managers; Ethics in managing
1.3	The Management Process.
1.3.1	Fundamentals of planning; Types of plans, Steps in planning, Planning process; Objective setting, Strategic planning, Strategic planning process; Premising and forecasting; Modern tools for analyzing situations e.g. TOWS matrix, etc.; Rationality in decision-making, Search and evaluation of alternative; Creativity and innovation.
1.3.2	Organizing: Nature of organizing and entrepreneuring, Organizational structure; Departmentation, matrix organisation, Authority, responsibility, delegation, and decentralization; Hospital as an organization
1.3.3	Controlling: Basic control process, Critical control points and standards, Stages of control, Relationship of planning and controlling.
1.3.4	Co-ordination: Need for coordination, Types of coordination, Approaches to coordination, Features of coordination.
1.4	The Role of the Executive: Management functions and tools; Management levels and skills; Styles of management, Participative management; Management by exception; Management by objectives; Systems approach to management; Challenges to manager in the hospital field; Strategic business units (SBUs)
1.5	Time management

Semester I Paper 2	
2	Organisational Behaviour
2.1	Communication
2.1.1	Types of communication, Elements of communication, Communication process.
2.1.2	Communication barriers.
2.1.3	Improving communication in hospitals.
2.2	Organizational Behaviour and Administrative Styles
2.2.1	Introduction to organizational behaviour: Need and demands, Motives and Behaviour, Attitude, Acquired and learned drives, Personality, Perception
2.2.2	Motivation: Types of Motives, Need hierarchy, Theories of motivation
2.2.3	Group dynamics: Defining and classifying groups, Group structure and process, Group decision-making, Team building
2.2.4	Leadership
2.2.5	Conflict: Conflict process, Conflict resolution, Negotiation, Conflict in hospitals
2.2.6	Organizational change and stress management: Forces for change; Planned and unplanned change; Change agents; Resistance to change; Managing resistance to change; Work stress and management of stress
2.2.7	Organizational culture and organizational development: Matching people with culture; Learning organizations; Transactional analysis; Organizational commitment, Johari's Window

Semester I Paper 3	
3	Human Resource Management
3.1	Principles of Human Resource Development (HRD)
3.1.1	The concept of Human Resource Development
3.1.2	Manpower planning: Number of categories of staff; Job analysis and job specifications
3.1.3	Recruitment and selection.
3.1.4	Training
3.1.5	Performance appraisal: Staff Evaluation and merit rating; Reward system and incentives; Performance linked reward system
3.2	The functions of HR manager.
3.3	Relationship of management and employee organizations
3.4	Considering the right and responsibilities of employees
3.5	Collective bargaining and trade unions
3.6	Grievance redressal, Absenteeism
3.7	Problems of HR in Hospitals
3.8	Welfare and morale
3.9	Allowances and benefits.
3.1	Downsizing and voluntary retirement schemes (VRS)
3.11	Office Procedures
3.12	Enquiries and disciplinary actions
3.13	Credentialing and Privileging

Semester I Paper 4	
4	Quality of Medical Care and Patient Safety
4.1	Quality of Medical Care
4.2	Quality concepts.
4.3	ISO Standards
4.4	Quality circles / CQI
4.5	Quality control.
4.6	Total quality management in hospitals.
4.7	Value added Management (VAM)
4.8	Six-sigma concept
4.9	Accreditation of hospitals
4.10	Progressive patient care
4.11	Evaluation of hospital care and methods of evaluation
4.12	Committees
4.13	Code and Drills
4.14	Hospital acquired infections.
4.15	Patient rights and responsibilities

Semester I Paper 5	
5	Hospital Administration
5.1	Definitions-hospitals and medical care institutions
5.2	History and development of Hospitals
5.3	Hospital of India today number; Type; Size; Distribution; Ownership; Utilization; Ratios; Trends; problems: Govt Hospital; private hospital; Specialized Hospitals; Cancer hospital; AYUSH hospital (Ayurveda & Yoga, Unani, Siddha and Homeopathy hospitals); Psychiatric hospital; Children's hospital; Maternity hospital; Administration of a teaching hospital; General Hospital, District Hospital, Taluka Hospital and Municipal Hospital; Indian Red Cross society and hospitals
5.4	Functions-Medical Care, Prevention, professional Education, and Research
5.5	Role of hospital in Health Spectrum
5.6	Hospital Administration: Principles of administration, Responsibilities, Functions
5.7	Hospital Organisation
5.8	The Governing organisation
5.9	The Hospital Administrator: Qualifications, Responsibilities, Authority, Relationship, Motivation, Role, Functions.
5.10	Challenges of Hospital Administration
5.11	Hospital as a matrix organisation
5.12	Channels of authority and Communication
5.13	Staffing norms in various departments and hospitals.
5.14	Nursing administration
5.15	Nursing organisation structure.
5.16	Nurse doctor relation.
5.17	Doctor patient relation.
5.18	Nursing problems in hospital.

Master in Hospital Administration (two years, full time) Course, KGMU

5.19	Recent trends in nursing profession and nursing practices
5.20	Case Method Study of Hospital Problems
5.21	Health Care Facility Management
5.22	Transfer to other hospitals.
5.23	Hospital Welfare Services
5.24	Reports and returns
5.25	Medical Boards
5.26	Entitlement of treatment
5.27	Inspection, Medical Superintendent's rounds
5.28	Hospital Standing Orders
5.29	Exit interview & Discharge procedure
5.30	Enterprise Resource Planning (ERP)

Semester II Paper 6	
6	Organisation and Management of Clinical Services
6.1	Outpatient services
6.2	Inpatient Services
6.3	Accident and Emergency Services
6.4	Trauma management and Triage
6.5	Surgical Services
6.6	Intensive care unit
6.7	Coronary care unit
6.8	Organ Transplant Cell; Bone marrow transplant unit (BMT); Kidney Transplant Unit
6.9	Dialysis Unit
6.10	Day care units
6.11	Nursing services
6.12	Ward management including welfare and recreational facilities

Semester II Paper 7	
7	Organisation and Management of support & Utility Services
7.1	Radio Imaging and Radiotherapy services
7.2	Hospital Laboratory Services
7.3	Physiotherapy centre
7.4	Medical stores and Pharmacy services: Hospital formulary; Essential drugs list (EDL)
7.5	Blood bank and Transfusion-services
7.6	Central Sterile Supply Department (CSSD)
7.7	Dietary service
7.8	Mortuary
7.9	House-keeping including Pest control
7.1	Medical Records
7.11	Transportation: Ambulance services; Intramural; Extramural (Patient; Staff; Visitors)

7.12	Hospital Hazards and Fire safety.
7.13	Hospital security.
7.14	Linen and laundry services
7.15	Hospital Information system (HIS)

Semester II Paper 8	
8	Research Methodology
8.1	Introduction
8.2	Social Survey-its role and development in India
8.3	Planning a research project and selecting a research problem
8.4	Research protocol writing
8.5	Bibliographical data
8.6	Questionnaires, Interview and observations
8.7	Case study
8.8	The experimental technique
8.9	Measurement and analysis of data
8.10	Reporting and write-up
8.11	Research in social sciences
8.12	Errors of measurement.

Semester II Paper 9	
9	Biostatistics, Hospital Statistics and Operational Research
9.1	Biostatistics & Demography
9.1.1	Basic concepts – Introduction, Definitions; Basics of Medical Research
9.1.2	Presentation of data
9.1.3	Frequency distribution
9.1.4	Measurements of central tendency Mean, Median, Mode
9.1.5	Measures of disease frequency
9.1.6	Measurements of dispersion-mean and standard deviation
9.1.7	Sampling methods and errors in sampling.
9.1.8	Normal curve and Poisson distribution.
9.1.9	Testing of hypothesis
9.1.10	Test of significance-Normal test, "t" test and chi-square test
9.2	Health Statistics
9.2.1	Health Statistics and health information system in India
9.2.2	Methods of registration-fallacies/ difficulties and Sample registration
9.2.3	Common rates and ratios in India
9.2.4	Incidence and Prevalence rate
9.2.5	Morbidity Statistics-problems of measurements, sources of morbidity and
9.2.6	I.C.D
9.2.7	Notifiable diseases
9.2.8	Health Information system in India
9.2.9	Health Indicators
9.3	Operational Research

9.3.1	Modern management techniques
9.3.2	PERT
9.3.3	CPM
9.3.4	Work Study and method study
9.3.5	OR methodology.
9.3.6	Linear programming.
9.3.7	Transportation model.
9.3.8	Assignment model.
9.3.9	Dynamic programming
9.3.10	Queuing theory.
9.3.11	Network models.
9.3.12	Decision tree.etc
9.3.13	Medical Informatics and Computer Applications
9.3.14	Hospital utilization and its evaluation
9.3.15	Administrative & Bio-social Researches in hospitals
9.3.17	Hospital statistics

Semester III Paper 10	
10	Health Administration
10.1	Development and organization of Health services in India (Central, State, Defence, Railway and other public sector undertakings and Voluntary health agencies).
10.2	Health care delivery system in India – Primary/ secondary/tertiary care; Indigenous systems of medical care; Regionalisation – organization and functioning
10.3	Need and demand for Medical Care
10.4	Availability and cost of medical care
10.5	Review of Reports on Health Care: Bhore Committee; Mudaliar Committee; Jain Committee; Chadha Committee; Kartar Singh Committee, Srivastava Committee; Bajaj committee, Rao committee; Committee on planned projects (COPP)
10.6	Niti Aayog / Five year plans with special reference to Health Plans
10.7	National Health Programmes & National Health Mission
10.8	National policies relating to health
10.9	Health Sector Reforms
10.10	International organizations related to Health Services and International health regulations. WHO, UNICEF and other UN and Multilateral agencies engage and forms of international cooperation.
10.11	Rehabilitation, IEC and community participation, Health education.

Semester III Paper 11	
11	Hospital Planning
11.1	Planning of the hospital: Macro planning of hospitals; Hospital space module
11.2	Role of the Architect: In the planning stages; preliminary sketches; final plans, Working drawings; specifications, cost estimates; Construction problems.

11.3	Site Surveys: Physical environment, possibility for expansion; utilities- Water, electricity, sewer lines, telephone, transportation and others.
11.4	Hospital Building: External architect aspects; Internal arrangements; External Services; Hospital Infection control and medical architecture; Hospital lighting; Ventilation; Planning of individual services and departments; Planning a ward/nursing unit; Land scaping in hospitals; Project Management, waiting areas, ramps, differently abled friendly hospital
11.5	Taking over and commissioning a new hospital.
11.6	Alteration and additions in an existing hospital
11.7	Planning the Hospital Engineering services
11.8	Equipment planning and management for a new hospital: Strategic planning and selection of hospital equipment; Purchase procedure; Installing and commissioning; Equipment utilization; Repair and maintenance; Calibration of medical equipment.

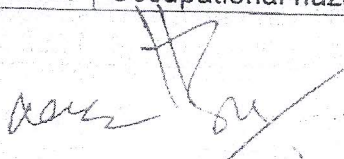

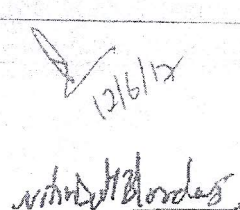
Semester III Paper 12	
12	Epidemiology
12.1	Epidemiology
12.2	Evolution and uses of epidemiology
12.3	Definitions and terminology
12.4	Natural history of disease and role of hospital in various levels of Prevention.
12.5	Types of epidemiology
12.6	Methods of epidemiological studies
12.7	Socio-economic status and occupation as determinant in disease distribution.
12.8	Cause and effect relationship
12.9	Epidemiology of hospital infection
12.10	Epidemiology of Non-Communicable diseases
12.11	How to investigate an epidemic and role of the hospital in its control
12.12	Common diseases in India-their epidemiology and prevention
12.13	Screening and surveys
12.14	Concept of health Indicators
12.15	Disability adjusted life years (DALY's), Quality adjusted life years (QALY's), Disability adjusted life expectancy (DALE), Physical quality of life Index (PQLI) etc.

Semester III Paper 13	
13	Material Management And Inventory Control
13.1	Material Management in Hospitals
13.2	Introduction to principles of material management
13.3	Inventory management
13.4	Classification of Inventory
13.5	Basic Inventory model, Inventory costs.

13.6	Inventory control
13.7	Selective inventory control techniques ABC analysis, VED, SDE, FSN, HML, XYZ, MUSIC-3D
13.8	Economic order quantity (EOQ)
13.9	Ordering system
13.10	Lead-time, safety stock
13.11	Standardization and codification
13.12	Value analysis.
13.13	Value engineering.
13.14	Just in time inventory (JIT)
13.15	Purchase system
13.16	Materials planning.
13.17	Tendering System of purchase-supply, storage, distribution and accounting in Hospitals pertaining to Medical Stores, Surgical stores, Linen stores, General stores.
13.18	Conditioning and disposal of stores.
13.19	Role of automation in stores management.
13.20	Vendor rating

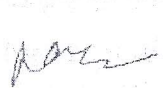



Semester IV Paper 14	
14	Healthcare Marketing and Public Relations
14.1	Introduction to Marketing: Marketing Concept; Process; Marketing Mix; Marketing Environment, market segmentation, targeting and positioning
14.2	Marketing strategies: Channel and Promotion
14.3	Marketing of hospitals
14.4	Social aspects of marketing.
14.5	Customer relationship management (CRM)

Semester IV Paper 15	
15	Recent Trends
15.1	Re-engineering.
15.2	Telemedicine.
15.3	Artificial intelligence.
15.4	Managerial issues in Nuclear, Biological and Chemical (NBC) warfare casualties.
15.5	Medical tourism.
15.6	Euthanasia.
15.7	Outsourcing etc.
15.8	Nano technology
15.9	Robotic Surgery
15.10	Disaster management
15.11	Risk management
15.12	Ergonomics and application in hospitals.
15.13	Occupational hazards.

Semester IV Paper 16	
16	Hospital Accounting and Financial Management
16.1	Financial Management in hospitals
16.2	Elements of cost.
16.3	Costing and cost accounting.
16.4	Depreciation.
16.5	Costing of health services.
16.6	Hospital budget-planning, forecast, sub-allotment and utilization.
16.7	Accounting Records
16.8	Internal Control and audit.
16.9	Cost effective analysis.
16.10	Cost benefit analysis
16.11	Break-even analysis.
16.12	Discounted cash flow techniques.
16.13	Cost containment in hospitals.
16.14	Medical Insurance/TPA
16.15	Study of the Administration of Health Insurance Schemes like C.G.H.S, and E.S.I. and Social Security Measures.

Semester IV Paper 17	
17	Legal Aspect
17.1	Legal issues in Hospital administration; Medico-legal issues in hospital
17.2	Drug and cosmetics act.
17.3	Consumer protection act.
17.4	Law of torts.
17.5	PCPNDT act.
17.6	Transplantation of Human Organs and Tissues Act and Rules
17.7	Prevention of food adulteration act.
17.8	Biomedical waste management and handling rules
17.9	Essential services maintenance act (ESMA).
17.10	Court procedure and attendance in courts
17.11	Grievance redressal and Complaint handling system
17.12	Settlement of disputes
17.13	BARC Guidelines.
17.14	The Clinical Establishments (Registration and Regulation) Act, 2010
17.15	Emergency Services in the hospitals – Supreme Court guidelines
17.16	Trade unions.
17.17	Industrial relations in health services.
17.18	Permits and licenses in hospitals
17.19	Medical ethics and ethical issues in end of life decisions.

11. Recommended Books: List of Books

S.NO	Title of Book	Name of Author
1	Operating Room Management : Structure, strategies & Economics	Harris & Zitzmann Jr.
2	Technology, Health Care & Management in the Hospital of the Future	Geisler, Krabbendam & Schuring
3	Hospital & Health Care Administration (Appraisal & Referral treatise)	Gupta & Kant
4	Infection Control in Ambulatory Care	Friedman & Petersen, APIC
5	Hospital Associated Infections : Epidemiology, Prevention & Control	Nita Patwardhan
6	Preventive & Social Medicine	K.Park
7	Emergency Department Organisation and Management(2 nd edition)	Jenkins & John H
8	Bennet & Brachman's Hospital infections	William R. Jarvis
9	Hospital Special Care Facilities: Planning For USER NEEDS	Laufman
10	The Patient Safety Hand Book	Barbara Youngberg & Martin Hatlie
11	Environment Health & Sustainable Development- Understanding Public Health	Megan Landon
12	Clinical Laboratory Management	Karni, Viskochil, Amos
13	Working In A Hospital	Lesley Holland
14	Textbook Of Clinical Laboratory Supervision	Kathleem Becam – McBride
15	Air Conditioning Installation & Maintenance	Ernest Tricconi
16	Evidence Based General Practice	L. Ridsdale
17	Managing a Modern Hospital	A.V.Srinivasan
18	The Practice of Management for Health Care Professionals	Numerof
19	Structures of Control in Health Management	Rob Flynn
20	Essentials of Public Health Mgt	L Fleming Fallon, Jr; Eric J Zgondzinski
21	Medical Devices: Use & Safety	Jacobson & Murray
22	Architect's Data	Neufert
23	Health Care Administration	Lawrence F. Wolper
24	Hospital Administration at a Glance	Hemchandra & Jamaluddin
25	Health Planning for Emerging Multihospital Systems	James O Hepner
26	Public Health :Administration & practice	Hanlon & Pickett
27	Hospital Administration Handbook	Rowland & Rowland
28	Hospital and Health Services Administration: Principles and Practice	Syed Amin Tabish
29	Hospital Management : A Guide to Departments	Rowland & Rowland
30	Electrical Safety in hospitals	C S Ward
31	Handbook Of Record Storage and Space Management	C. Peter Waegemann

Master in Hospital Administration (two years, full time) Course, KGMU

32	Hospital Organisation And Management	Darr and Rakich
33	Handbook of Health Care Management	Duncan, Ginter & Swayne
34	Management	James A.F. Stoner
35	The Process Of Management	Andrew R. McGill, E. Kirby Warren, William H. Newman
36	The Practice of Management	Peter F. Drucker
37	Public Personnel Administration	O Glenn Stahl
38	MBO can Work!	Charles R. McDonald
39	Personnel: The Human Problems OF Management	Strauss & Sayles
40	Modern Public Administration	Felix A. Nigro
41	Management	James F. Stoner, R. Edward Freeman, Daniel R. Gilbert
42	Motion & Time Study	Mervin E Mundel
43	Evaluation of Human work (practical and ergonomic methodology)	Wilson & corlet
44	Human Resource management in Hospital	R C Goyal
45	Personal & human resource management	Robbins & Decenzo
46	Modern Management	Samule C Certo
47	Basic management skills for all	E H McGrath s.j
48	Personal administration Handbook	Wilbert E. Scheer
49	The essence of Personnel Management & Industrial Relations	Cowling & James
50	Management (A Global perspective)	Wehrich & Koontz
51	Principles & Practice of Management	L .M. Prasad
52	Training Instruments in HRD & OD	Udai Pareek
53	Modern management	Samuel C. Certo
54	International Human Resource Management	Dowling, Welch & Schuler
55	Essentials of Management	Joseph L. Massie
56	Human Resource & Personal Management	K. Aswathappa
57	Designing & Managing Human Resource Systems	Udai Pareek, Venkateshwara
58	Organisations [Structures, Process & Outcomes]	Pamela S Tolbert ; Richard H. Hall
59	The Essence of Effective Communication	Ludlow & Panton
60	Making Organisational Roles Effective	Udai Pareek
61	Effective Organisations BEYOND MANAGEMENT TO INSTITUTION BUILDING	Udai Pareek
62	Effective Public Relations	Cutlip, Centre & Broom
63	Customer Relationship Management	PP Singh & NJ Kumar
64	Service Mgmt & Operations	Haksever, Render, Russell, Murdick
65	Production Planning And Inventory Control	Magee Boodmann
66	Material Management- Procedure , Text & Cases	A.k Dutta
67	Material Management Handbook	Peter Baily and David Farmer
68	Purchasing And Supply Management	Dobler & Burt

69	Supply Chain & Management: Strategy Planning & Operation	Chopra & Meindl
70	Hospital Stores Management : An Integrated Approach	Gupta & Kant
71	Material Management: an Integral Approach	P Gopalkrishnan & M Sundaresan
72	The Medical Teacher	Churchill Livingstone
73	Management of organizational behaviour	Paul Hersey & Kenneth H Blanchard
74	Consumer behaviour (Global Edition)	Schiffman & Kanuk
75	The essence of organizational behaviour	Tyson & Jackson
76	Human behaviour at work	Keith Davis; John W. Newstrom
77	Organizational behaviour	Stephen P Robbins , Judge & Sanghi
78	Social Psychology	Baron; Nyla R. Branscombe & Byrne
79	Essentials of organizational behaviour	Stephen P Robbins
80	The Dysfunctional Workplace: From Chaos to Collaboration - A Guide to Keeping Sane on the Job (Business Shrink)	Peter Morris (Author), Peter Laufer (Introduction)
81	Motivation & Productivity	Saul W Gellermann
82	The doctor's communication handbook 7th edition	Peter Tate
83	New Health Facilities : Architectural Design	Arian Mostaedi
84	Designing For Total Quality In Health Care	G D Kunders
85	Hospital Facilities Planning & Management	G D Kunders
86	Hospital Design & Function	Todd Wheeler
87	Time Saver Standards For The Architectural Design Data	Hancock Callender
88	Hospital Planning Handbook	Rex Whitaker, Allen Ilona, Von Karolyi
89	Primary Health Care Buildings	Ruth Cammock
90	Quality Management System	Brig Y Mukherjee
91	The Essence of Total Quality Management	John Bank
92	A Management Guide to PERT/CPM	Weist & Levy
93	Fundamentals of Quality Control & Improvement	Amitava Mitra
94	KAIZEN: The Key to Japan's Competitive Success	Masaki Imai
95	Medical Quality Management	Pratibha Varkey
96	Quality Care for Elderly People	Mayer, Dickinson & Sandler
97	Operations Research	PK Gupta & DS Hira
98	Managed care, outcome & Quality -A practical Guide	Steven F Isenberg
99	The certified Six Sigma Green Belt	Munro, Mario, Nawaz
100	Statistical quality control	M mahajan
101	Statistics for the social sciences	W L Hays

Master in Hospital Administration (two years, full time) Course, KGMU

102	Statistical methods in medical research – 2 nd edition	P Armitage and G Berry
103	Methods in biostatistics 7 th edition	Dr BK Mahajan
104	Basic and clinical biostatistics	Bethdawsan , Rebert & G Trapp
105	An introduction to medical statistics	Martin Bland
106	Human Resource Management	Gary Dessler & Biju Varkkey
107	Hospital Security	Russell L Colling
108	Fundamentals of Financial Management	Eugene F Brigham & Joel F Hosten
109	Hospital Operations-Principles of High Efficiency Health Care	Wallace J Hopp & William S Lovejoy
110	Financial Management	Eugene F Brigham & Michael C Ehrhardt
111	From Clinician To manager	James Lawson & Arie Rotem
112	Principles Of Risk Management And Patient Safety	Barbara J Youngberg
113	Medical NEGLIGENCE And The Law In India	Tapas Kumar Koley
114	Management Challenges For The 21st Century	Peter F Drucker
115	Lean Supply chain & Logistics Management	Paul Myerson
116	The Practice Of Management	Peter F Drucker
117	Quality Essential For Leaders	Joseph Defeo & J M Juran
118	Health Care Ethics	Garrett, Baillie & Garrett
119	Emergency Medical services & Disaster Management	P.K. Dave (Editor), S. Gupta (Editor), N.K. Parmar (Editor), Sharad Kant (Editor)
120	Introduction to management accounting	Charles T. Horngren & Sundem
121	Cost accounting and managerial emphasis	Charles Horngren & Srikanth M Datar & Madhav V Rajan
122	Managerial economics	Peterson and Lewis
123	Marketing for Hospitality and Tourism	Kotler, Bowens & Makens
124	Financial Management	I M Pandey
125	Essential of Cost Accounting for Health Care Organization	Steven A Finker
126	Essentials of Services Marketing : concepts, strategies & cases	Hoffman & Bateson
127	The essence of business economics	Nellis & Parker
128	Financial management & policy	James C. Van Horne
129	Services Marketing : People, Technology & Strategy	Lovelock, Wirtz & Chatterjee
130	Advanced Management Accounting	Kaplan & Atkinson
131	Managerial Accounting for hospitals	G.R. Kulkarni
132	The Economics of Health & Medical Care	Jacobs & rapaport
133	Cost Accounting: A Managerial Emphasis	Charles T Horngren

Master in Hospital Administration (two years, full time) Course, KGMU

134	Strategic marketing	Douglas West, Ford & Ibrahim
135	Economic analysis for management & policy	Stephen, Lilani, Roberts, Han son & Archibald
136	Marketing health policy	Buse , Mays & Walt
137	Essentials Of Health Care Finance	William O. Cleverly
138	How To Market Your Hospital Without Selling Your Philosophy	G.D Kunders
139	Macroeconomics :Theories & Policies	Richard T Froyen
140	Principles of marketing	Kotler, Armstrong
141	Essentials of Health Care Marketing	Eric N Berkowitz
142	Accounting Fundamentals for Health Care Management	Steven A Finker & David M Ward
143	The Essence of Financial Accounting	Leslie Chadwick

Journals and Periodicals

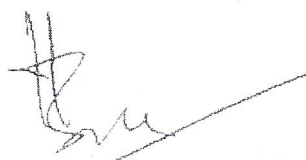
JAHA: Journal of Academy of Hospital Administration

JRFHHA: International Journal of Hospital and Health care Administration.

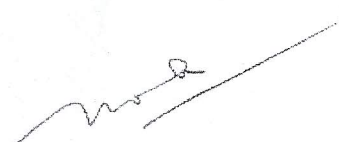
MJAFI: Medical Journal Armed Forces India




Brig UB Mishra
Prof & HOD
Dept of Hospital
Administration, KGMU



Dr Hemchandra
Prof & HOD
Dept of Hospital
Administration, SGPGIMS



Prof Uday Mohan
Prof & HOD
Dept of Community
Medicine, KGMU



Dr Pramod Kumar
Associate Professor
Department of Hospital
Administration, KGMU



Dr Nitin Dutt Bhardwaj
Assistant Professor
Department of Hospital
Administration, KGMU



~~BLANK~~