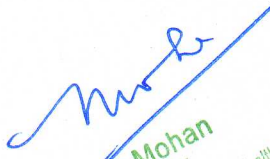



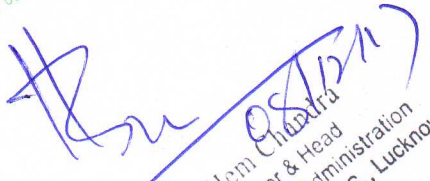
King George's Medical University
Department of Hospital Administration
Proposal for the Degree of
Master in Hospital Administration (MHA)

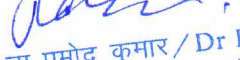
08 Dec 2017


The course of Master in Hospital Administration (MHA) will be run by Department of Hospital Administration, King George's Medical University, Lucknow. The Degree awarded to student will be **Master in Hospital Administration (MHA)**.


Dr. Uday Mohan
Professor & Head
Dept. of Community Medicine & Public Health
King George's Medical University U.P.
Lucknow


Dr Nitin Dutt Bhardwaj
Assistant Professor
Dept of Hospital Administration
KGMU, Lucknow – 226003


Dr. Hem Chandra
Professor & Head
Dept. of Hospital Administration
Sanjay Gandhi P.G.I.M.S., Lucknow


डा प्रमोद कुमार / Dr Pramod Kumar
सह आचार्य / Associate Professor
उस्पताल प्रशासन विभाग
Dept of Hospital Administration
के जी एम यू / KGMU, लखनऊ / Lucknow


Brig. (Dr) Uday Bhaskar Mishra
Prof & Head
Hospital Administration, and
Dean (SW), KGMU, Lucknow

1. OBJECTIVE :

- 1.1. To prepare the candidate to assume the responsibility of a hospital executive in health sector and to subsequently function at higher levels in the hierarchy with requisite experience.
- 1.2. To develop the skills and enlarge the knowledge base to function as hospital manager at various levels in the hospitals.
- 1.3. To provide training in key issues of hospitals like hospital planning / designing, Quality and safety in patient care, Accreditation of hospitals and resource management.

2. Eligibility for Admission:

- (a) Graduates from relevant background, ie, MBBS, BDS, BUMS, BAMS, BHMS, and Bachelor in Hospital Administration with minimum 50% of marks.
- (b) Age of the applicant should be less than 32 years on the last date of submitting the Application Form.

3. Selection and Reservation:

3.1. Selection of Candidates: It will be two-step process -

- (a) Students matching eligibility criteria can apply for Master in Hospital Administration (MHA) Course.
- (b) All applicants will have to appear for Entrance Examination to be conducted by KGMU. Students qualifying Entrance Examination with minimum 50 % marks for general category and 45 % marks for reserve category will be eligible for Personal Interview.
- (c) Personal Interview will be conducted by Selection Board detailed by KGMU.
- (d) Students qualifying Personal Interview with minimum 50 % marks will be selected for admission to the Course based on merit.
- (e) The interview board for Personal Interview will consist of :
 - HOD Dept of Hospital Administration
 - External Expert
 - ST/SC Faculty Member
 - OBC Faculty Member
 - VC Nominee

3.2. Reservation Admission to MHA Course would be offered based on merit. Reservation of seats will be in accordance with KGMU / Govt norms as under:-

UR	OBC	SC	ST	Total seats
50%	27%	21%	02%	100%

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Dr. Uday Mohan
Professor & Head
Dept. of Community Medicine & Public Health
King George's Hospital

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

Note - In case no candidate is available against reserved seat, the vacant seat shall be filled in accordance with KGMU/ Govt norms.

4. Number of Seats:

Sixty (60) as per All India Council for Technical Education (AICTE) norms.

5. Duration of Program: 2 years, Full Time.

6. Certification and Approving Authority:

6.1. The proposal to run the course, duly accepted by Academic /Executive council KGMU, has been approved by All India Council for Technical Education, Ministry of Human Resource Development, New Delhi.

6.2. The student upon successful completion of the course will be awarded "Master in Hospital Administration (MHA)" from King George's Medical University, Lucknow.

7. Examination Passing Criteria:

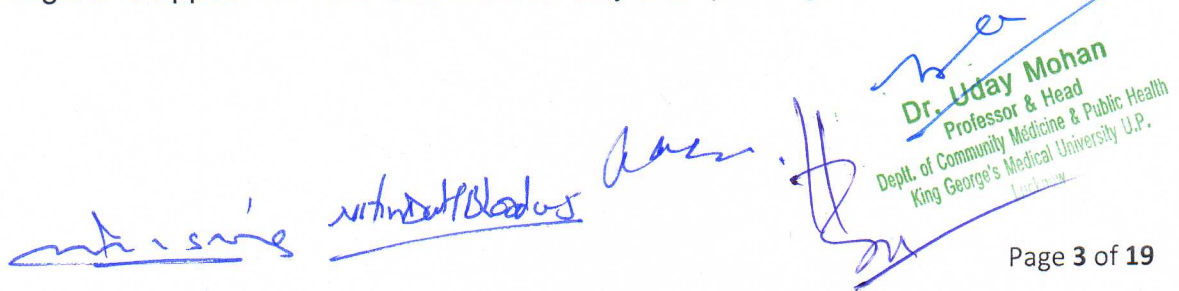
7.1. The course is spread out in Four (04) semesters each of Six (06) months.

7.2. After each semester an internal examination will be conducted.

7.3. **Attendance :** Minimum 80% attendance is mandatory in each semester.

7.4. It is compulsory to secure 50% marks in each paper individually to pass.

7.5. If a student fails in any of the paper in a semester examination, he will be given chance to appear in the paper after every six (06) months. However, if he fails in three or more papers he will not be promoted to next Semester. He will be eligible to appear for Final Examination only after passing all Semester Exams.

The bottom of the page contains several handwritten signatures in blue ink. On the right side, there is a green stamp that reads: "Dr. Uday Mohan, Professor & Head, Deptt. of Community Medicine & Public Health, King George's Medical University U.P., Lucknow".

7.6. Final/ External Examination will be conducted after conclusion of semester IV, which will comprise of:

7.6.1. Case Studies / Projects completed by the student – 200 marks maximum @50 marks per case study.

7.6.2. Dissertation – 200 marks.

7.6.3. Theory Exam – Four papers; one paper to represent each semester; 400 marks @ 100 marks per paper.

7.6.4. Practical Examination and Viva voce – 200 marks maximum.

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7.8. The weightage of these marks will be as under:

Semester I + II + III + IV = 30%

Final/ External Examination = 70%

7.9. Candidate can appear in Final/ External Examination only after clearing all semester examinations, completion of Case Studies and submission of Dissertation.

7.10. **Board of Examiners:**

Head of Department of Hospital Administration

One Faculty Member from Department of Hospital Administration

One External Examiner, who shall be invited from other recognised Universities.

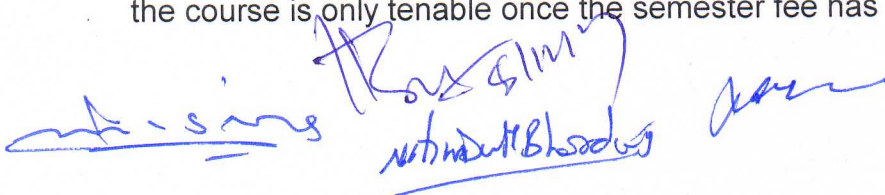
8. **Fee Structure:**

8.1. Form submission and Group Discussion / Personal Interview –

8.1.1. UR and OBC - ₹2000/-

8.1.2. SC and ST - ₹1200/-

8.2. Qualified candidates have to deposit course fee of ₹ 2, 00,000/- (@ ₹ 50,000/- per semester at the beginning of each semester). The admission of candidate to the course is only tenable once the semester fee has been deposited.



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	2yrs
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 (1172hrs)		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 (1172hrs)		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 (1172hrs)		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

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Final Examination: Dissertation; Case Studies / Projects one each Semester; Viva Voice; Practical	100
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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 entrepreuning, 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

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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.

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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.

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5.17	Doctor patient relation.
5.18	Nursing problems in hospital.
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

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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

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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: Bhole Committee; Mudaliar Committee; Jain Committee; Chadha Committee; Kartar Singh Committee, Srivastava Committee; Bajaj committee, Rao committee; Committee on planned projects (COPP)
10.6	NitiAayog / 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**

Amis

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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

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 Lucknow

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

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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.

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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 Triccomi
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

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30	Electrical Safety in Hospitals	C S Ward
31	Handbook Of Record Storage and Space Management	C. Peter Waegemann
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
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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

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