

M. SC. IN HOSPITAL ADMINISTRATION COURSE SYLLABUS AND CURRICULUM

Preamble:

The aim of the course is to impart a comprehensive knowledge and skills in the field of Administration and management of the hospital.

Objectives:

- To provide knowledge of Administration and management in the field of hospital.
- To provide the practical skills of Administration and management in the field of hospital.
- To train personnel in the field of Administration and management.

Eligibility for Administration:

Students who have passed any degree course (Science, Law, Commerce) of any approved University with a minimum of 50% marks in aggregate are eligible for Administration.

Duration: It is a full time 2 years post-graduate degree course

COURSE OF STUDY:

1. The course shall have 3 terms (of 4 months each) in First year and 3 terms (of 4 months each) in Second year. Broadly, topics related to Management aspects are shown as 'M', basic is shown as 'B', hospital related courses with 'H', and health courses start with HL. The term wise distribution of topics is shown in table 1 and 2.
2. Practical Training: The students shall spend 2 hours per day i.e. 10 hours per week for practical training. The duration of the training shall be 2 weeks (20 Hours) for Major departments and 1 week (10 hours) for Minor departments. They will prepare a brief report on department visit. In the first year, students will be assigned to 5 departments in each term and in the II year (4th term) to another 5 departments, a total of 20 departments shall be covered.

3. **Electives:** Every candidate is required to choose either Hospital Management or Health Management as one of the elective subject for specialization. This option should be expressed within one month of the commencement of the IV term in Second year and the elective subject shall be intimated to the University through the principal. Once an elective subject is selected, no change shall be permitted.

Table I: FIRST YEAR

TERM-I		TERM-II		TERM-III	
M-1-1	Principles of Management	M-2-1	Organization Behavior	M-3-1	Managerial Skill
B-1-2	Principles of Economics and its application to health care	M-2-2	**Principles of accounting	B-3-2	Principles of communication
B-1-3	Basic statistics, Quantitative techniques and Research methodology		Health Management	H-3-3	Management of Human Resources in Health Care
H-1-4	* Subsidiary Subject: Human Body: Structure and Function	HL-2-3	Health Organization and Management system		Hospital Organization and Management System-Part I And Management in Health Services
H-1-5	Epidemiology, Health Environment, Public Health and Health Policy	HL-2-4	Health Finance	H-3-5	** Hospital, Cost and Management Accounting
H-1-5	Practical Training	HL-2-5	Health Service Planning and Project Management		
		H-2-6	Practical Training	H-3-6	Practical Training

NOTE: Subsidiary Subjects: Examination shall be conducted by respective department and the marks obtained shall be sent to the Controller of Examinations two weeks prior to the date of commencement of University

examination for First year subjects. To pass in the subsidiary subjects 35% of the total marks prescribed for theory shall be scored.

**Examination for this subject will be conducted in the IInd year along with H-5-2

M.Sc. (HOSPITAL ADMINISTRATION) COURSE OF STUDY

Table 2: SECOND YEAR

TERM-IV		TERM-V		TERM-VI
B-4-1	Computer Application and Hospital and Health Information System	H-5-1	Hospital Organization and management System- Part II	Elective Subjects HOSPITAL MANAGEMENT GENERAL MANAGEMENT M-5-5 Strategic Management of Hospital M-5-6 advanced Managerial skill HOSPITAL FINANCE H-5-7 Advanced Hospital Finance H-5-8 Health Economics MANAGEMENT OF HUMAN RESOURCE H-5-9 Advance HR Management H-5-10 Industrial Relations QUALITY MANAGEMENT H-5-11 Advanced Quality Management H-5-12 Advanced Quality Management Techniques
H-4-2	Seminar Course in Health Management	H-5-2	Hospital Finance	
H-4-3	Public Relation and Social Marketing in Health Care	H-5-3	Hospital Planning and Project Management	
H-4-4	Practical Training	H-5-4	Material Management in Health Care	
		H-5-5	Quality Management in Health Care	
		H-5-6	Legal Aspects and Industrial Relations in health Care	
		H-5-7	Medical Ethics issues related to Health and Hospital and Services	
		H-5-8	Practical Training	Elective-II HEALTH MANAGEMENT AND GENERAL MANAGEMENT HL-5-4 Strategic Management in Health Care HL-5-5 Advanced Epidemiology, Biostatistics and Health Policy HEALTH FINANCE HL-5-6 Advanced health

				Finance HL-5-7 Health Economics
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NOTE: Students should select either Hospital Management or Health Management subject (Paper – IV) as their elective. This option should be exercised within one month from the beginning of IV term and informed to the University through the Principal. No change shall be permitted.

COURSE CONTENTS:

The course is divided into three main streams:

- 1) Basic (foundation) courses indicated by B
- 2) General Management course indicated by M
- 3) Hospital / Health Management indicated by H.

Each year shall have 3 terms and each term will have one or more unit of teaching from the three streams. Terms are indicated by figures respectively for each stream e.g: M-1-1

- **M-1-1: PRINCIPLES OF MANAGEMENT: (25 HOURS)**

Objective: To provide understanding of the basic principles of Management, ideas and concepts propagated by various schools of management and important management skills.

Must know: The three schools of management: Classical, Behavioral and Management sciences: Planning, organization, Directing, co-ordination, Controlling, Communicating, Motivation, Work Groups, Leadership, Organizational change, Management information system, Management by objectives, and future reality centered Manager, analysis of reasons for success and failure, Management performance, evolution, latest changes and development in the field.

- **M-2-1: ORGANIZATIONAL BEHAVIOUR: (30 HOURS)**

Objective: To provide understanding of fundamentals of organizational Behavior, Working with people and interpersonal relations, group dynamics and group behavior, Organizational climate, Job satisfaction and employee morale, Mainspring of motivation, Leadership style and various models of organizational behavior.

- i) Leadership style organizational development, Supervision, Participation, Interpersonal and Group dynamics, organizational development and training.
- ii) Organizational Environment, Influence of organizational structure and Design, Technology and People, Quality of Work Life, the individual in the organization, Work Culture, Working Climate.
- iii) Social Environment, Formal and informal Organizations.
- iv) Organizational Climate, Conflict Management of Change, Stress and Counseling.
- v) Latest changes and development in Organizational Behavior, Organizational Effectiveness and Modern Organizational Structure.

M-2-2: PRINCIPLES OF COMMUNICATION: (25 HOURS)

Objective: To provide understanding on basic principles of communication: Congruity authenticity, clarity, role of perception, empathy, formal, informal, upward, downward and horizontal communication, role of grapevine, importance of two way communication, barriers of communication, communication network and organization wide communication.

-Oral communication, Listening, Participation Feed-back, Committees, Meetings, Group Discussions, Case study, Interviews, Counselling, Feed-back, Making and Handling Suggestions, Two way communication via suggestions.

-Written Communication, Principles of Business Communication, Trade enquiry's & replies, Quotation, Orders, Trade references, State Inquiries, Complaints & Adjustments, Collections, Import trade, Insurance, Bank, Secretarial Minutes & Agenda, Reports, Service / Project reports, Appointment Blanks, Circulars, Memos & Warnings, Forms.

- i) Writing of project / Term Paper / dissertation
- ii) Strategies for Managerial Communication.

M-3-1 MANAGERIAL SKILL: (40 HOURS. It includes advanced managerial skill)

Objective: To strengthen the skill considered essential for effective functioning at a senior executive level including the chief executive officer of health care institutions. Understanding strategic Management.

- i) Analytical skill and Decision Making models.
- ii) Time Management
- iii) Delegation (detailed process of delegation) and organizational control
- iv) Assertiveness
- v) Organizational Culture
- vi) Managing Charge, Managing conflict.
- vii) Interpersonal skill
- viii) Managerial style flexibility.
- ix) Administrative Communication, Presentation skill.
- x) Leadership
- xi) Conference heading (Exercises, Syndicates, Role play and Laboratories).

ADVANCED MANAGERIAL SKILL

Objective: To make student conversant with organizational analysis, analysis of organization performance and gaining an insight about the working of a hospital process of improvement and change.

- i) Organizational Diagnostic studies
- ii) Organizational Development work
- iii) Employee Centered Management
- iv) Management of walking around the hospital
- v) Team building, team work and Co-ordination
- vi) Organization wide planning
- vii) Sensitive training for self-development, self-analysis and improvement of effectiveness through change in management style, Management orientation.
- viii) Strength system of communication, consultation and instituting consultative system of decision-making.

- **B-1-2: PRINCIPLES OF ECONOMICS AND ITS APPLICATION TO HEALTH CARE: (30 HOURS)**

Objective: To provide understanding of basic economic theories and thoughts, nature and significance of fundamental macroeconomics and microeconomic principles and its application to health care.

Must Know: Analysis of Demand and Supply, Diminishing of Marginal Utility, Equip-marginal Utility, Independence Curve, Elasticity of Demand, Marginal Principle in Economic Action, Cost, Increasing Returns, Elasticity of supply,

Forces Governing the supply of Factors of Production - Land, Labor, Capital and Enterprise.

Theory of the Firm, Price Fixation, Role of Supply of Demand, The time element in economic theory, Concept of normal and perfect Competition, Imperfect Competition, Monopoly, Duopoly, Monopolistic Competition, Economics of bulk purchase.

- National Income, Circular Flow, Measurement, Difficulties in Measurement Uses.
- Theory of Distribution, Principle of substitution, Marginal Productivity, Wages, Rent, Interest, Profit.
- Business Economics and Health Economics.

H-5-8 HEALTH ECONOMICS: (30 HOURS)

Objective: To create understanding and ability to demand for health services, importance of externalities, problem of financing of health, various aspects of risk and uncertainty, market analysis, cost benefit and cost effectiveness studies problems of performance and output measurement and inequality of hospital and health care.

- i) Understanding of welfare economics
- ii) Expenditure on health as investment
- iii) Advance Microeconomics: Consumer and producers theory, principles of equilibrium-uncertainty, rational expectative equilibrium. Nations and their efficiency properties.
- iv) Applied Microeconomics analysis relevant to a wide range of decision making and policy formation problems in the public and private sector
- v) Macroeconomics theory and policy: Keynesian, Monetary, Neoclassical, reappraisal of Keynesian economics and post Keynesian macroeconomics, believer of major indicator of macroeconomic performance such as unemployment, inflation, productivity and economic growth.
- vi) Cost Benefit Analysis (CBA) : Welfare foundation of CBA, Measurement of cost and benefit, risk and discounting.

B-2-3 BASIC STATISTICS AND QUANTITATIVE TECHNIQUES: (25 HOURS)

Objective: To Provide understanding on principles of business statistics, data collection, data analysis and interpretation of data and use of quantitative techniques in decision making. Basic Statistics, Sampling method, Data

Collection, Data Presentation, Measure of Central Tendency, Measure of Variation, Standard Deviation, Skewness and Kurtosis, Correlation and Regression Analysis, Forecasting and Time Series Analysis, Hypothesis Testing and Chi Square Test.

- i) Probability statistics, Utility theory, Decision Tree.
- ii) Simple Operation Research Techniques: Decision Making Model, Utilization Model, Poisson model, Game theory, PERT, CPM, Simulation.
- iii) Multi objective programming, Dynamic programming.

B-4-4 RESEARCH METHODOLOGY: (25 HOURS)

Objective: To understand use of statistical and mathematical model to conduct organized research and study on various health issues process of analysis of data, measurement of result and drawing inferences.

- i) Research planning, defining problem, developing hypothesis, testing of hypothesis.
- ii) Research design, various methods of collecting data.
- iii) Developing questionnaire, pilot studies.
- iv) Sampling design, sampling size, objective process for collection of data.
- v) Data Analysis and data presentation, measure of central tendency, measure of variation, Skewness and Kurtosis Chi square test
Format for presentation, writing dissertation documentation

- **H-1-5: EPIDEMIOLOGY, HEALTH ENVIRONMENT AND HEALTH POLICY: (50 HOURS).**
It includes HL-5-5 ADVANCED EPIDEMIOLOGY, BIostatISTICS AND HEALTH CARE

Objective: To create an understanding about health environment of the country, development of health services in India, Demographic pattern, Vital statistics and epidemiological pattern, Nutritional Status, Pattern of Investment and Expenditure on Health and Development of Health Manpower, Development of health policies.

Bio-statistics and Epidemiology, Vital Statistics, Principles of Disease Transmission, Principles of Disease Control, Types of epidemiological studies, Interpreting Classification of Diseases, Death Certification.

- i) Need and Demand for health care, Role of different types of health care institution from grass root level to speciality level.

- ii) Indigenous system of medicine.
- iii) Comparative International Statistics, International perspective and International health problems.
- iv) Health as a part of Community Development.
- v) Interdisciplinary approach to health care, Community Involvement and participation, community relations, Designing community health program, conducting a survey, Community Diagnosis, Setting priorities.
- vi) Allocation of resource in successive Five-year plans and other health programs.
- vii) Planning and survey, Community Diagnosis, Setting priorities.
 - a) Cross infection control
 - b) Sterilization / Disinfections, Hospital waste disposal
 - c) Medico Social Work
 - d) Welfare and Rehabilitation Services
- viii) Maternal and Child health, Family Welfare
- ix) Principles of Occupational health
- x) Environmental health
- xi) Genetics and Health.
- xii) Geriatric Health Care
- xiii) Health Education: principles: Methods, Material, media and mass communication.
- xiv) Health policy: Bore Committee, Jain Committee, Mud liar Committee, Mukharjee Committee, Shrivastava Committee Reports, National Health policy, five year plans.
- xv) Selected issues on Health Care System and Health Policy.

HL-5-5 ADVANCED EPIDEMIOLOGY, BIOSTATISTICS AND HEALTH CARE

Objective: Epidemiology is vast course, new ideas and views are opening in and basic ideas and thinking are getting modified in light of new experiments, applications, etc. Lately a lot of work has been done on Environmental Epidemiology. The students shall be exposed to latest changes and development in the field.

HL-5-2 HEALTH ORGANIZATION AND MANAGEMENT SYSTEM: (25 HOURS)

Objective: Similar to H-5-2 basic concepts are applied to health service programs. More emphasis on various modes of financing of health, financial feasibility of programs cost benefit analysis of program and analysis of outcome.

- i) Understanding Finance liquidity, Profitability, Cash Flow, Cash Budgeting, Cash Control, sources and uses of fund.
- ii) Determinations of capital, fixed and working capital, need capital budgeting, capitalization of surplus, other important consideration for asset management.
- iii) Break Even Analysis, Short Term Finance And Long Term Finance, Leverage, Raising Fund, Issue of Debentures, Shares, Bonds, Convertible Bonds, Loan From Commercial Bank Industrial and Development Bank of India.

Financing Of Health

- i) Investment Management, Economics of Health
- ii) Health Insurance

HL-5-2 HEALTH FINANCE: (50 HOURS. It includes advanced health finance)

Objective: Similar to H-5-2. Basic concepts are applied to the health service program. More emphasis on various modes of financing of Health, financial feasibility of programs cost benefit analysis of programs and analysis of outcome.

- i) Understanding Finance Liquidity, Profitability, Cash Flow, Cash Budgeting, Cash Control, Sources and Uses of Fund.
- ii) Determinations of Capital, Fixed and Working Capital Need Capital Budgeting, Capitalization of Surplus, Other Important Consideration For Asset Management.
- iii) Break Even Analysis, Short Term Finance and Long Term Finance, Leverage, Raising Fund, Issue of Debentures, Shares, Bonds, Convertible and Bonds, Loan From Commercial Bank Industrial and Development Bank of India.

Financing Of Health

- iv) Investment Management, Economics of Health
- v) Health Insurance

HL-5-6 ADVANCED HEALTH FINANCE

Objective: Financing of health at macro level is a vast subject, a lot more experimentation is required to assess feasibility of programs like Health Co-

operative, prepaid health scheme, strengths and weakness of health insurance, other forms of third party reimbursement, etc. The students shall not only be exposed to such program, they will also be involved in field studies.

HL-5-3 HEALTH SERVICE PLANNING AND PROJECT MANAGEMENT: (25 HOURS)

Objective, To make students acquainted will basic principle of health service planning, feasibility study, study of effectiveness of program.

- i) Feasibility study and evolution of various health program
- ii) Outreach program, home care, geriatric care, and co-ordination with social development programs.
- iii) Project analysis and Project management
- iv) Program Budgeting
- v) Project Accounting
- vi) Program Evolution.

- **H-4-5 HUMAN BODY: (50 HOURS each in ANATOMY AND PHYSIOLOGY)**

Objective: To make students familiar with the following

- i) History of Medicine
- ii) Introduction to body as a whole
- iii) The cells, tissues, system and cavities of the body
- iv) Electrolytes and body fluids.
- v) Blood, Circulatory system.
- vi) Lymphatic system
- vii) The respiratory system.
- viii) Essential nutrients, The digestive system
- ix) The urinary system
- x) The skin
- xi) The nervous system
- xii) The special senses
- xiii) The endocrine system
- xiv) The reproductive system
- xv) The skeleton
- xvi) The joints
- xvii) The muscular system Basis of Physics and Chemistry as applicable to medical sciences.

- **HEALTH MANAGEMENT INFORMATION SYSTEM: (30 HOURS)**

Objective: To understand how MIS supports the information needs of the district, state and countries health care delivery system, coordinates the flow of information among the various functional departments of the health department at various levels in the district and state and the need for computers to use in MIS

- i) Introduction
- ii) Objective of HMIS/Need and purpose of MIS
- iii) Information system at present at District level. State level and Country.
- iv) Development of MIS/ major functions of MIS
- v) Computers of MIS
- vi) Uses of MIS in district / state Health Management
- vii) Case studies of MIS in Health Planning, Monitoring and evolution.
- viii) Surveillance if Disease / Force costing disease out break
- ix) Medical Research
- x) Networking/Information Technology

H-4-3 PUBLIC RELATIONS AND SOCIAL MARKETING: (50 HOURS. It includes marketing for non-profit organization)

Objective: To create understanding amongst the students that health care (hospital program) is a very important arm of social service sector where customer (patient) sensitivity is very important. Continuous effort is required to understand public expectation and health care institutions are also having a responsibility to educate the public on various matters. Role clarity of public relation staff and need for training and development of routine staff having a lot of public dealing shall be the emphasis of the course.

- i) Theory and concept of Public Relations, Role of public relation staff.
- ii) In service training in communication, public dealing, helpful attitude and behavior, promptness, empathy.

MARKETING FOR NON PROFIT ORGANIZATION

Objective: To create understanding about application marketing theory and practices to health care, social service sector also need to assess demand for various services, market segmentation, computers behavior, educating public and creating demand, process of price fixation and market psychology.

- i) Components of marketing Program.
- ii) Simple market survey for identification of largest group, service need growth potential.
- iii) Pricing of service
- iv) Customer satisfaction, service grouping to make it beneficial and attractive.
- v) Package of services with comprehensive payment.
- vi) Liaison with Government Agencies, third party reimbursement health scheme,

- **H-2-5 HOSPITAL ORGANIZATION AND MANAGEMENT SYSTEM-PART-I: (25 HOURS)**

Objective: Evolution of Hospital Organization and Management system, to provide understanding about the uniqueness of Hospital organization structure, subsystem related to total system, multi disciplinary and multidimensional aspects of health care, organizational aspects of health care, organizational analysis and importance of system, policy and procedure.

- i) Operative Planning-Characteristics, Objective goal, strategic and long term planning.
- ii) Managerial style, Importance of strategic leadership and organizational environment in Health Care.
- iii) The function, responsibility and role of Governing body, Chief Executive (Administrator) and Medical Staff and relationship among them.
- iv) Medical staff organization.
- v) Co-ordination, Communication, and Decision making in Health Care
- vi) Organizational productivity-in put and evaluation of productivity.
- vii) Evaluating and Control-effectiveness, efficiency and quality.
- viii) System policy, Procedure.
- viii) Use of modern tools and techniques for improvement of operational efficiency. Emerging Trend in Health Care.

H-5-1 HOSPITAL ORGANIZATION AND MANAGEMENT SYSTEM-PART-II :(25 HOURS)

Objective: To make students conversant with application of modern and more advanced management theories and concepts in health care organizational performance.

-Organizational Performance, Assessment of strengths and weakness, strategic thinking and preparation of long term plan.

-Analysis of organization structure, role analysis, role clarity, system of accountability, Organizational dynamics.

- i) Operational and management control in health care, Management By Objective
- ii) Continuous quality improvement, defining standards use of advanced quality management techniques
- iii) Review and Evaluation – continuous review of system, policy, procedure, process of updating, working out indexes and indexes for evaluation of various services.
- iv) Productivity study, development of productivity standards, work standards, utilization standards and indices
- v) Hospital information system- use of computer network, collection and analysis of data. Presentation and reporting data
- vi) Latest changes and development in Health Management.
- vii) Managed Care / Health Maintenance Organization (H.M.O)

B-1-3: PRINCIPLES OF ACCOUNTING: (25 HOURS)

Objective: To provide understanding of the basic principles and process involved in designing accounting system of a modern organization. The course would help in developing skills in maintaining books of accounts, instituting system of checking and control, preparation of final accounts and analysis of accounting statements for evaluation of result and generating reliable data for making decision.

Must Know:

-Definition, Accounting cycle, Rules of Debit and Credit, Assets, Liabilities, Net worth.

- i) Operation of Bank Accounts, Bank Reconciliation.
- ii) Cash and annual accounting, Revenue and Capital Expenditure.
- iii) Preparation of Cash book, Journal, Ledger, Closing Entries, Capitalization of Investment, Calculation of Depreciation, Preparation of Trial Balance, Arithmetic Accountancy, Accounting Accountancy.
- iv) Preparation of Financial Statement and of change against profit and appropriation of profit.

**H-2-4 HOSPITAL, COST AND MANAGEMNT ACCOUNTING: (40 HOURS.
It includes cost accounting)**

Objective: To provide understanding of principles of hospital Accounting, and develop accounting skills of the student with a view to understand the process and flow of financial data and ability to interpret data and those for financial planning and control.

- i) History, principles,
- ii) Objective, Purpose, organization, Scope
- iii) The Organization of a hospital for accounting control accounting plan.
- iv) Accounting for hospital revenue hospital expenses.
- v) Departmentalization of income and expenses.
- vi) Chart of Accounts, Account Descriptions, Standard Accounting books and forms.
- vii) Accounting Manual, system of Maintaining, Accounting Record in General and Procedure related to Income, Procedure related to recording expenses and cost.
- viii) Internal Control and Internal Auditing.
- ix) Basic Structure of Income, expenditure and Balance Sheet.
- x) Trust Funds and Investment Accounting, Fund raising, Donations FERA, plan fund Accounting, Accounting of Specific purpose Funds.
- xi) Hospital rate Setting.
- xii) Preparation of Operating Budget, Capital Budget and Budgetary Control
- xiii) Responsibility Accounting.

COST ACCOUNTING

- i) Defining Cost Centers
- ii) Identifying income generating cost centers non income generating cost centers
- iii) Accumulation of cost.
- iv) Basis for allocation of overhead.
- v) Analysis of cost.
- vi) Cost Control, Basic Principles of Management Accounting, Interpretation of Accounting data, Measurement of performance Managing reporting

H-5-2 HOSPITAL FINANCE: (30 HOURS)

Objective: Similar to H-5-2. Basic concepts are applied to health service program. More emphasis on various modes of financing of Health, financial feasibility of programs cost benefit analysis of programs and analysis of outcome.

- vi) Understanding Finance liquidity, Profitability, cash flow cash budgeting, cash control, sources and uses of fund.
- vii) Determinations of capital, fixed and working capital need capital budgeting, capitalization of surplus, other important consideration for asset management.
- viii) Break even analysis Short term finance and long term finance, leverage, raising fund, issue of debentures, shares, Bonds, Convertible Bonds, Loan from commercial bank, Industrial and Development Bank of India (IDBI).

Financing of Health

- ix) Investment Management, Economics of Health
- x) Health Insurance

HL-6-7 ADVANCED HOSPITAL FINANCE: (30 HOURS)

Objective: To provide knowledge about advanced financial tools and techniques, so students are fully equipped to take charge of Financial Management Function of medium and large hospitals.

- i) Reinforcing the principles and application of Managerial Economics and Management Accounting.
- ii) Analysis of fund, long-term projection, Capital Requirement and preparation of long-term plan.
- iii) Capital Budgeting and Financial feasibility study in greater detail
- iv) Importance of differential cost decision making
- v) Capital restricting and raising of capital, analysis of capital issue, bond debenture, preferences, and issue of additional of any share at a premium.
- vi) Investment analysis and investment Management
- vii) Dividend Policy
- viii) Pricing Policy

- ix) Monitoring financial health of the hospital
- x) Evaluating prepayment scheme, Third Party Reimbursement (TPA), and Comprehensive payment scheme. Health Insurance Schemes.
- xi) Managed care /HMO's

H-3-6 ETHICAL PRINCIPLES IN HEALTH MANAGEMENT: (25 HOURS)

Objective: To make students conscious about developing and maintaining a sound philosophy of health care management that will help in inspiring students and management of health care institution a sense of purpose and dedication to improvement of health and welfare of people appreciation of ideals and principles which will guide top management, medical and all professional staff to evaluate this, plans, program's service to ensure the following.

- i) Universal Accessibility
- ii) Equity and Social Justice
- iii) Keeping the cost within reach of common people
- iv) Responding to local and regional need of health sciences.
- v) Collaborating with other health care institutions to avoid duplication and wastage, responding to National State Health policy.
- vi) Psychosomatic aspect of health care
- vii) Spiritual dimension of health care
- viii) Importance of Medical ethics, Process of developing and implementing ethics and values in an institution
- ix) Understanding of patient's right
- x) Holistic approach to health care
- xi) Human dignity and principles of social justice

- **H-1-4: MANAGEMENT OF HUMAN RESOURCES IN HEALTH CARE: (25 HOURS)**

Objective: Historical evolution of Human Resource Management, its importance in health care, and developing skill for handling, of wide variety of human problems in health care.

- i) Human Resource Management, Defined role of HRD Manager and HRD Policies, Employment Rules, productivity Analysis, Manpower Planning Process
- ii) Recruitment and Orientation.
- iii) Job Analysis and job Description. Personal Record, Job Evaluation Appraisal of Performance, Developmental Review and Feedback Encouragement, Incentive, Promotion.
- iv) Discipline and Disciplinary Action.
- v) Employee Morale and motivation, Attitude and Behavior
- vi) Compensation Policy, Salary and Wage Administration.

- vii) Collective Bargaining, Dealing with union.
- viii) Management Development, Rejuvenation, Occupational health, Safety, Hygiene, Employee welfare.

H-5-9 ADVANCED HUMAN RESOURCE MANAGEMENT: (25 HOURS)

Objective: To provide advanced concepts, tools and techniques in management of human resources so that students are equipped to function as head of HRM in medium and large size hospitals.

- i) Human Behavior in the organization:
- ii) Employee Morale and Motivation, Attitude and Behavior
- iii) Definition, process, variables in human behavior – enlargement, Job enrichment.
- iv) Organizational Environment, Quality of Work Life
- v) Human Resource Planning: Human asset accounting and long term planning, determination of the quality of personnel, defining work standard and making the staff aware.
- vi) Productivity Analysis: Human Engineering, Time and motion study, advanced staff chilling and reengineering of services.
- vii) Improving process of recruitment and selection
- viii) Introducing system of developmental review
- ix) Developing compensation policy, Policy for incentive, Promotion, Welfare program
- x) Safety, security, occupational hazard.
- xi) Staff training staff development, periodical rejuvenation
- xii) Preventive Discipline and disciplinary action
- xiii) Executive Development

H-5-3 HOSPITAL PLANNING AND PROJECT MANAGEMENT: (25 HOURS)

Objective: To make students acquainted with service planning of facilities, modernization and expansion of existing hospitals, construction of new hospitals.

- i) Role of Hospital in Community, Different types of Health Facilities and hospitals, Regional Planning-a system approach.
- ii) Service Planning- analysis of demographic and epidemiological data to assess the health need of community, analysis of available facilities.
- iii) Determining and size and type of hospital, potentiality for future development and growth.

- iv) Preparation of master plan, Flexibility in planning, provision for future development and growth.
- v) Infrastructure and facilities planning.
- vi) Planning of Out patient Services, Emergency Care, ambulatory Care
- vii) Diagnostic Services
- viii) In patient Services
- ix) Support Services
- x) Domiciliary Care-Home visits, extended care.
- xi) Zoning and Circulation pattern
- xii) Hospital Design.

H-3-3 QUALITY MANAGEMENT IN HEALTH CARE: (50 HOURS).

It includes H-5-11 ADVANCED QUALITY MANAGEMENT and H-5-12 ADVANCED QUALITY MANAGEMENT

Objective: To make the student conversant with importance of total quality in health care, evolution of quality management, strategy for quality Management, Importance of continuous quality improvement, co-ordination of activities, Assessment of quality, quality techniques etc.

- i) Understanding and skill required supporting Quality Management in an organization.
- ii) Demonstrating commitment and leadership.
- iii) Communication.
- iv) Understanding of patients and bringing necessary improvement in the process of delivery of services.
- v) Training and Development of staff, staff attitude. Motivation and Functioning as team. Personnel and Professional value system, Quality Techniques.
- vi) Medical Audit.
- vii) Nursing Audit
- viii) Clinical Audit, Defining audit protocol, Audit team, duties and responsibilities of audit team.
- ix) Developing standards - comparing the standards with other institutions, National and International Standards, Review and modification of standards.
- x) Process of collection of data, comparing with standard and reporting the outcome. General system of Review and Control.
- xi) Death (mortality) review.
- xii) Review of stillbirth, premature, underweight babies.
- xiii) Review of infection.
- xiv) Post Operative Complication review.
- xv) Post Delivery Complication Review

- xvi) Post Anesthesia Complication Review
- xvii) Tissue Committee (Review)
- xviii) Antibiotic Audit and their area of Review
- xix) Discharge status-cured, controlled, aggravated, died
- xx) Left against medical advice
- xxi) Agreement of Preliminary Diagnosis with final diagnosis
- xxii) Investigation supplements preliminary and final diagnosis
- xxiii) Percentage of unnecessary and final diagnosis
- xxiv) Unusual incidents in hospital
- xxv) Average length of stay- trend
- xxvi) Average waiting time - OPD, Causality, Investigation, Pharmacy
- xxvii) Patient Satisfaction survey.

H-5-11 ADVANCED QUALITY MANAGEMENT

Objective: To make students conversant with evolution of quality management, emergence of Total Quality Management and moments towards continuous Quality Improvement (CQI) in health care. The emphasis on implementation of TQM and shall prepare individuals take responsibility of quality management in medium and large hospitals.

H-5-12 ADVANCED QUALITY MANAGEMENT

Objective: To make students with various quality management techniques like medical audit, Nursing Audit, Clinical Audit, Laboratory Audit, Pharmacy Audit. Lot of experimentations are done in the field and some are trying to develop software packages. These are the area where lot of studies are required to be done in Indian situations.

H-3-5 LEGAL ASPECTS AND INDUSTRIAL RELATIONS IN HEALTH CARE: (25 HOURS)

Objective: To create understanding about legal obligations and responsibilities of Administration of health care institution which included elements of corporation agency, Administration of commonly health care institutions and also legal obligations of the Board of Trustees, Administrative and the Medical staff.

Labor Laws: Industrial Dispute Act, Trade Union Act, Factories Act, Shops and Establishment Act, Minimum Wages Act, Provident Fund Act, Payment of Royalty Act.

- i) Kind and formations of contracts: Breach of contracts, Remedies and Damages, Law of Torts, sales of Goods Act, Negotiable Instruments Act, Evidence Act.
- ii) Medical Licensure Law, the doctor patient relationships, Medical malpractice, Quality and Standard of Medical Care, Medical Negligence, Medical Consent, Emergency care, Consumer Protection Act.
- iii) Legal commitment for hospitalization, Mental Illness.
- iv) Tuberculosis, Drug Addicts and Alcoholics, Legal issue in death cases, legal testimony in medico legal cases, Narcotic laws, Drugs and Cosmetic Act, Drug Control Policy, Clinical investigation and other common laws.

H-5-10 INDUSTRIAL RELATIONS: (25 HOURS)

Objective: To make student conversant with latest changes and developments of labor laws, attitude of judiciary and state labor departments in handling labor cases, role of union, details of Trade Union Act and Industrial Disputes Act Labor Industrial relations.

- i) Definition, Objectives, Conditions essential for good Industrial Relations, Courses of Poor Industrial Relations.
- ii) Dispute Relations
- iii) Statutory & Non-Statutory measures, Role of labor lawyer, Advisor consultant, Collective Bargaining
- iv) Definition types, benefits, Prerequisites for Collective Bargaining , C.B. process, Employee Participation
- v) Meaning, Factors Influencing Participation, forms of workers participation, Separation.
- vi) Disciplinary Action , Preventive Discipline
- vii) Misconduct
- viii) Warning, Show cause suspension
- ix) Domestic enquiry
- x) Discharge, Dismissal

- **H-1-2 SEMINAR COURSE IN HEALTH MANAGEMENT: (25 HOURS)**

Objective: To develop a comprehensive body of knowledge in analyzing various health care policies, issues concepts, Contemporary ideas, thoughts, identification of practical steps for improvement of service quality, financial efficiency cutting down cost, evaluating effectiveness of various services.

- i) Technical study: organization of action research, Scientific methods of analyzing and interpreting data, detailed observation, Conducting survey through questionnaire, content analysis, case studies, drawing inferences, Completing and reporting.
- ii) Preparation of Improvement plan for hospitals and other health service institution.
- iii) How to write a short paper, Scientific method of presentation, preparation and use of visual aids, obtaining feed back, involvement and participation in scientific session.

H-5-4 MATERIAL MANAGEMENT HEALTH CARE: (25 HOURS)

Objective: To make students acquainted with principle, policies and procedure for material management, organizing purchases, storage issue, effective utilization of material and asset accounting. Nature and Scope of the Material Management.

Classification, Codification, Standardization, Simplification, Variety Reduction, Inventory control, Quality control and Value Analysis.

Store Management: Store organization, receiving and issuing stores, accounting, storage of equipment and storage methods.

Functions of Purchase Department and Purchase Committee, Vendor Analysis, Vendor Development, Purchase Record, Purchase Budget and Control, Quality Control.

- i) Purchase of high value capital equipments, feasibility study.
- ii) Asset Accounting, Annual verification of Assets, Aging of Assets.
- iii) Condemning Board, Disposal of Condemned articles-Transportation.

HL-5-4 STRATEGIC MANAGEMENT IN HEALTH CARE: (40 hours)

Objective: To strengthen the skill considered essential for effective functioning at a senior executive level including the chief executive officer of health care institutions. Understanding the Strategic Management.

- i) Analytical skill and Decision making models.
- ii) Time Management
- iii) Delegation (detailed process of delegation) and organizational control
- iv) Assertiveness
- v) Organizational Culture
- vi) Managing the Charge, Managing the conflict.
- vii) Interpersonal skill

- viii) Managerial style flexibility.
- ix) Administrative Communication, Presentation skill.
- x) Leadership
- xi) Conference heading (Exercises, Syndicates, Role-play and Laboratories).

ADVANCED MANAGERIAL SKILL

Objective: To make student conversant with organizational analysis, analysis of organization performance and gaining an insight about the working of a hospital, process of improvement and change.

- I) Organizational Diagnostic studies
- ii) Organizational Development work
- iii) Employee Centered Management
- iv) Management of walking around the hospital
- v) Team building teamwork and Co-ordination
- vi) Organization wide planning
- vii) Sensitive training for self-development, self-analysis and improvement of effectiveness through change in management style, Management orientation.
- viii) Strength system of communication, consultation and instituting consultative system of decision-making.

- **M-5-5 STRATEGIC MANAGEMENT OF HOSPITAL: (25 HOURS)**

Objective: To make students understand the difference between high performing hospital and low performing hospital, attributes of high performing hospitals, how the management efficiency and effectiveness of medium or low performing hospital could be improved.

- i) Importance of Synergetic culture
- ii) Importance of total Quality Management
- iii) Importance of cost consciousness
- iv) Sensitivity to patient's needs and expectation.
- v) Empowering hospital staff and improvement in involvement and participation.
- vi) Managed Care/HMO's (Health Maintenance Organization)

- **B-4-1 COMPUTER APPLICATION AND HOSPITAL INFORMATION SYSTEM: (50 HOURS)**

Objective: To create an understanding of the fundamentals of computer and how it works, importance of system study, system analysis and system design, hospital information system.

- i) Introduction to computer- hardware, software, machine language, binary system.
- ii) Introduction of system Study, System Analysis and System Design.
- iii) Design flexibility scope of up gradation, inter phasing
- iv) Application of computer
- v) Outpatient/ Medical Record / Audition assimilation, classification and analysis of work statistics.
- vi) Financial Accounting, payroll, billing analysis of financial data, financial information system.
- vii) Cost Analysis
- viii) Inventory Management and control
- ix) Drugs and Pharmaceuticals
- x) General stores
- xi) Asset Accounting-maintenance planning
- xii) Medical Research
- xiii) Networking and information Technology.
- xiv) Tele Medicine

- **H-3-2 MANAGEMENT OF HOSPITAL SERVICES: (Practical of Fifteen Days)**

Objective: To make students familiar and conversant with planning, organization staffing, work scheduling, control of quality and cost of various service department of hospital. The course emphasizes on workflow analysis of records and statistical analysis of utilization of facilities and staff and need for development and growth

- i) Nursing Service
- ii) Critical Care areas
- iii) Radiology
- iv) Pathology
- v) Pharmacy
- vi) Family Welfare Services
- vii) Out Patient Services
- viii) Emergency Services

- ix) Personal
- x) Accounting and Building
- xi) Material Management
- xii) Dietary
- xiii) Central Sterile Supply Department
- xiv) Laundry & Linen
- xv) House keeping
- xvi) Engineering & Maintenance
- xvii) Security
- xviii) Medical Records and PRO

Details of field visit and field tour:

1) Compulsory visit

- a. Government sector: Sub center, PHC, CHC, Taluka Hospital, District Hospital Referral and Teaching Hospital to understand the distinctive role of each institution
- b. Private/ Voluntary sector: Community health projects/ programs Rehabilitation Program, Geriatric care program. Hospital: small Hospital, Medium size General Hospital, Large Hospital. To understand the distinctive role and ability to analyse how it fits into total health spectrum.

2) Optional but desirable areas. National Institution of high repute like NIMHANS, Bangalore, speech and hearing institution, Mysore, National Nutrition Institute, Hyderabad, CMC Vellore, JIPMER, Pondicherry, AIIMS New Delhi, PGI Chandigarh) Well organized drug manufacturing unit, laundry, hospital/hotel or commercial, industrial (large well organized) kitchen or food processing industry.

EVALUATION SCHEME:

Eligibility for appearing at the University Examination:

Requirement of attendance shall be 80%. If a student is short of attendance in any of the subjects, the candidate shall not be permitted to appear for the entire examination.

Internal Assessment:

First Year:

Theory:

Twenty marks will be assigned for internal assessment of which 10 shall be for presentations in seminars and journal clubs, and 10 for sessional tests. A minimum of three sessional tests shall be conducted in each subject and average of any two best marks obtained in the tests shall be taken into consideration for calculation of internal assessment. The average marks shall be reduced to 10 and combined to the marks obtained in seminars similarly reduced to 10.

There shall be no internal assessment marks for practical in the First year.

Second Year:

Theory:

Twenty marks will be assigned for internal assessment of which 10 shall be for presentations in seminars and journal clubs, and 10 for sessional tests. A minimum of three sessional tests shall be conducted in each subject and average of any two best marks obtained in the tests shall be taken into consideration for calculation of internal assessment. The average marks shall be reduced to 10 and combined to the marks obtained in seminars similarly reduced to 10.

Practical:

Twenty marks will be assigned for internal assessment. Every candidate shall be posted on rotation to 20 departments (10 departments in each year) and 10 marks are allotted for assessment by each department. The respective departments, based on assignments during rotation posting, shall award marks. The total marks obtained out of 200 shall be calculated out of 20 and submitted to the University, two weeks prior to the University examination.

Dissertation:

Every candidate shall carry out work on a selected topic under the guidance of a postgraduate teacher recognized for this purpose as a guide by the university. The dissertation shall be directly related to the area of specialization of individual student.

The results of the work shall be written and submitted in the form of a dissertation. The candidate shall start work on the title of the topic along with a plan of the proposed study (Synopsis) from the date of commencement of II Term in First Year. The candidate shall submit the synopsis to the Registrar (Academic) of the University in the prescribed Performa for registration from the date of commencement of III Term in I year as per dates notified by the University.

Four copies of dissertation shall be submitted in printed and bound form, duly certified by the guide and through the Principal, to the Controller of Examinations, six months prior to the final examination on or before the prescribed date notified by the University.

Acceptance of the dissertation by the examiners shall be a precondition to appear for the final examination.

UNIVERSITY EXAMINATIONS:

There shall be two annual examinations one each at the end of first and second calendar year. Only those candidates who have requisite attendance and satisfactory progress, duly certified by the Head of the Department and also the Head of the Institution will be permitted to appear for the examination. A candidate failing in annual examination shall be permitted to appear in the supplementary examination. The University shall notify the annual and supplementary examination accordingly.

SCHEME OF EXAMINATION:

First Year:

The topics and distribution of marks for theory examination are given in Table 3 and 4.

Table 3 (Theory):

Main Subjects: 3 papers

Duration for each paper: Three hours

Paper-I	Management	Max marks	Internal Assessment	Total
M-1-1	Principles of Management	80	20	100
M-2-1	Organization Behavior			
M-2-2	Principles of Communication			
M-3-1	Management Skill			

PAPER-II	BASIC COURSES	Max marks	Internal Assessment	Total
B-1-2	Principles of economics and its Application to Health	80	20	100
B-3-2	Basic Statistics and Quantitative Techniques and Research Methodology			

PAPER-III	Health / Hospital Management	Max marks	Internal Assessment	Total
H-1-5	Epidemiology, Health Awareness, Public Health And Health Policy	80	20	100
HL-2-3	Health Organization and Management System			
HL-2-4	Health Finance			
HL-2-5	Health Service Planning and Project Management			
GRAND TOTAL...		240	60	300

Subsidiary Subject: *	Max marks	Internal Assessment	Total
Human Body: Structure & Function	80	20	100

* The respective departments shall conduct the examination for subsidiary subject. The eligibility criteria to appear for the University examination are 35%. The marks obtained by the students shall be sent to the Controller of Examinations, KLE University two weeks prior to the dates notified for the university examination

Table 4: - Scheme of examination for theory question paper

No	Question	Question Asked	Question to Attempt	Marks	Maximum Marks	Internal Assessment	Total Marks
1.	Long Essay Question	4	4	4x15	60	20	100
2.	Short Essay Question	4	2	2x10	20		

Table 5: Scheme of Examination for Second Year detailing subjects and marks

Second Year

Theory: 4 papers

Main Subjects:

Duration of each paper: 3 hours

PAPERS	SUBJECTS	Max marks	Internal Assessment	Total
PAPER-I	HEALTH INFORMATION AND SOCIAL MARKETING IN HEALTH CARE			
B-4-1	Hospital and Health Information System	80	20	100
H-4-3	Public Relation and Social Marketing in Health Care			
PAPER-II	HOSPITAL ORGANIZATION, FINANCE & MEDICAL ETHICS			
H-5-1	Hospital Organization and Management System-Part II	80	20	100
B-1-3	Principles of Accounting			
H-5-2	Hospital Finance			
H-3-5	Hospital, Cost and Management Accounting			
H-5-7	Medical Ethics: Issues This includes both parts 1 of I st year and part 2 of II nd year			

PAPER-III	HOSPITAL PLANNING, QUALITY MANAGEMENT HRM & IR			
H-3-3	Management of Human Resource in Health Care	80	20	100
H-5-3	Hospital Planning and Project Management			
H-5-5	Quality Management in health Care			
H-5-6	Legal aspects and industrial Returns in HC			
PAPER-IV	Hospital Management OR Health Management	80	20	100
	Sub Total	320	80	400
Practical & Viva-Voce	Comprehensive Viva includes all Components of syllabus of both years And presentation of dissertation			100
Grand Total				500

Subsidiary Subject: *	Max marks	Internal Assessment	Total
Computer application and Hospital Information System	80	20	100

The respective departments shall conduct the examination for subsidiary subject. The eligibility criteria to appear for the University examination are 35%. The marks obtained by the students shall be sent to the Controller of Examinations, KLE University two weeks prior to the dates notified for the university examination

Table 6: - Scheme of examination for theory question paper

No	Question	Question Asked	Question to Attempt	Marks	Maximum Marks	Internal Assessment	Total Marks
1.	Long Essay Question	4	4	4x15	60	20	100
2.	Short Essay Question	4	2	2x10	20		

Table 7: - Scheme of examination for practical and viva-voce

No	Dissertation	Internal Assessment	Viva	Practical	Total
1.	10	20	30	40	100

CRITERIA FOR PASS:

In the First year, for a pass, a candidate shall secure in each subject a minimum of 40% marks in the University theory examination and an aggregate of 50% of the total marks for the subject i.e., marks obtained in theory and internal assessment together.

The candidate has to pass the Subsidiary Subject in first year to be eligible to appear for first year university examination. The candidate has to pass the Subsidiary Subject in second year to be eligible to appear for second year university examination

The candidate is allowed carry over the first year papers in the second year. However, the candidate is required to pass in all the first year papers before Six Months of appearing for the second year examination.

In the Second year for a pass, a candidate shall secure a minimum of 40% marks in the University theory examination in each subject and an aggregate of

50% of the total marks for the subject, which includes marks obtained in theory, internal assessment (theory) and separately 50% in the viva-voce examination (practical, viva-voce & internal assessment together).

DECLARATION OF CLASS:

Class shall be declared on the basis of Grand total marks scored in the main subjects of First and Second year as follows:

- 75% and above Distinction
- 65% to 74% First Class
- 55% to 64% Second Class
- 50% to 54% Pass Class
- Less than 50% Fail.

Only candidates passing in all the main subjects in the first attempt in First and Second year shall be eligible for conferment of distinction or First class. A candidate who passes in more than one attempt shall be placed in pass class irrespective of the percentage of marks scored.

SUPPLEMENTARY EXAMINATION:

The University will conduct supplementary examination within six months of declaration of the results. A candidate failing in the First year annual examination shall be permitted to appear in the supplementary examination. If the candidate fails to clear first year subjects in the supplementary examination, then the candidate shall not be permitted to appear for the Second year examination. The candidate has to pass in all the subjects of the First year so as to be eligible to appear for the Second year University examination.

EXAMINER:

For the University practical examination, there shall be two examiners (one internal + one external).

The criteria for appointment as examiners shall be:

1. For Hospital Administration/Management related subjects, Professor or Associate Professor of Hospital Administration or related allied course,
2. For Medical subjects, teachers of Community Medicine not below the rank of Assistant Professor from a Medical college, or a health professional institution
3. For computer application in Health care, MIS specialists
4. For Research Methodology, Professor in Bio statistics or community Medicine.

Table 8: Recommended List of Journals in Hospital Administration

SL. NO	NAME OF JOURNAL	PERIODICITY	PERIODICAL TYPE
1	HOSPITAL ADMINISTRATION	MONTHLY	NATIONAL
2	INDIAN MANAGEMENT	MONTHLY	NATIONAL
3	HEALTH ACTION	MONTHLY	NATIONAL
4	HEALTH FOR THE MILLIONS	BI. MONTHLY	NATIONAL
5	HEALTH PROMOTION AND EDUCATION IN SOUTH EAST ASIA	BI. MONTHLY	NATIONAL
6	INDIAN JOURNAL OF PUBLIC HEALTH.	MONTHLY	NATIONAL
7	HEALTH FOR THE MILLIONS	BI. MONTHLY	NATIONAL
8	HELATH	MONTHLY	NATIONAL

Table 9: Recommended Books in Hospital Administration

Sr. No	Title	Authors	Subject
1	HOSPITAL AND MEDICAL SCHOOL DESIGN. VOL. I.	BELL.G.H.	Nursing - Medical Education
2	HOSPITAL AND MEDICAL SCHOOL DESIGN. VOL. II.	BELL.G.H.	Nursing - Medical Education
3	HOSPITAL ORGANIZATION RESEARCH.	GEORGOPOULOS.	Nursing - Medical Education
4	HOSPITAL HYGIENE.	MAURER.I.M.	Hospital Administration
5	HOSPITAL ADMINISTRATION.	FRANCIS.C.M.	Nursing - Medical Education
6	HOSPITAL ADMINISTRATION.	FRANCIS.C.M.	Hospital Administration
7	HOSPITAL PLANNING AND ADMINISTRATION.	DAVIES.R.L.	Nursing - Medical Education
8	FUTURECARE.	VALINS.M.S, SALTER.D.	Management (Med - Phar - Hosp)
9	HOSPITAL PLANNING AND ADMINISTRATION.	DAVIES.R.L. MACAULAY.H.M.C.	Nursing - Medical Education

10	PRINCIPLES OF HOSPITAL ADMINISTRATION AND PLANNING.	SAKHARKAR.B.M.	Nursing - Medical Education
11	HOSPITAL ADMINISTRATION.	FRANCIS.C.N.	Hospital Administration
12	HOSPITAL AND HEALTH CARE ADMINISTRATION.	GUPTA.S. KANT.S.	Nursing - Medical Education
13	FINANCIAL MANAGEMENT.	KHAN.M.Y.JAIN.P.K.	Hospital Administration
14	THEORY AND PROBLEMS OF MANAGEMENT AND COST ACCOUNTING.	KHAN.M.Y. JAIN.P.K.	Hospital Administration
15	HOSPITAL PLANNING AND ADMINISTRATION.	LIEWELYN.D. MACAULAY.H.M.C.	Nursing - Medical Education
16	DISTRICT HEALTH FACILITIES.	W.H.O.	Nursing - Medical Education
17	ORGANIZATION AND MANAGEMENT.	AGARWAL.R.D.	Hospital Administration
18	ORGANIZATION BEHAVIOR.	ROBBINS.S.P.	Hospital Administration
19	MANAGING WITH INFORMATION.	KANTER.J.	Nursing - Medical Education
20	THEORY AND PROBLEMS OF MANAGEMENT AND COST ACCOUNTING.	KHAN.M.Y. JAIN.P.K.	Hospital Administration
21	DISTRICT HOSPITAL. GUIDELINES FOR DEVELOPMENT.	W.H.O.	Nursing - Medical Education
22	HOSPITAL ADMINISTRATION AND MANAGEMENT. VOL. I.	GOEL.S.L.KUMAR.R.	Nursing - Medical Education
23	AN INTRODUCTION TO HEALTH PLANNING IN DEVELOPING COUNTRIES.	GREEN.A.	Hospital Administration
24	COMPUTERIZING LARGE INTEGRATED HEALTH NETWORKS.	KOLODNER.R.M.	Nursing - Medical Education
25	INFORMATION NETWORKS FOR COMMUNITY HEALTH CARE.	BRENNAN.P.F. SCHNEIDER.S.J.	Hospital Administration

26	HEALTHCARE INFORMATION MANAGEMENT SYSTEMS.	BALL.M.J. DOUGLAS.J.V.	Hospital Administration
27	MANAGED CARE AND PUBLIC HEALTH.	HALVERSON.P.K. KALUZNY.A.D.	Hospital Administration
28	MANAGING HEALTH CARE DEMAND.	MACSTRVIC.S. MONTROSE.G.	Hospital Administration
29	THE MANAGEMENT OF MAINTENANCE AND ENGINEERING SYSTEMS IN THE HOSPITALITY INDUSTRY.	BORSENIK.F.O. STUTTS.A.T.	Hospital Administration
30	THE QUALITY MANAGEMENT. VOL. I.	MITTAL.R.K.	Nursing - Medical Education
31	THE QUALITY MANAGEMENT. VOL. II.	MITTAL.R.K.	Hospital Administration
32	THE QUALITY MANAGEMENT. VOL. III.	MITTAL.R.K.	Hospital Administration
33	HUMAN RESOURCE MANAGEMENT IN HOSPITALS.	GOYAL.R.C.	Hospital Administration
34	MANAGED CARE SUCCESS.	SAXTON.J.W. LEAMAN.T.L.	Hospital Administration
35	HEALTH PLANNING IN INDIA.	RAMACHANDRUDU.G.	Hospital Administration
36	ENCYCLOPAEDIA OF HOSPITAL ADMINISTRATIONINISTRATION AND DEVELOPMENT. VOL. I.	ARUN KUMAR.	Hospital Administration
37	ENCYCLOPAEDIA OF HOSPITAL ADMINISTRATIONINISTRATION AND DEVELOPMENT. VOL. II.	ARUN KUMAR.	Hospital Administration
38	ECONOMICS.	SAMUELSON.P.A. NORDHAUS.W.D.	Hospital Administration
39	ACCOUNTING PRINCIPLES.	ANTHONY.R.N. REECE.J.S.	Hospital Administration
40	ORGANIZATIONAL BEHAVIOR.	NEWSTROM.J.W.DAVIS.K.	Hospital Administration
41	MANAGEMENT INFORMATION SYSTEMS.	DAVIS.G.N.B. OLSON.M.	Hospital Administration
42	INFORMATION SYSTEMS FOR MODERN MANAGEMENT.	MURDICK.R.G. ROSS.J.E.	Hospital Administration
43	MANAGEMENT CONTROL SYSTEMS.	ANTHONY.R.N, GOVINDARAJAN.	Hospital Administration

44	PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS.	DAVAR.R.S.	Hospital Administration
45	PERSONNEL MANAGEMENT.	MAMORIA.C.B.	Hospital Administration
46	EFFECTIVE LEADERSHIP.	ADAIR.J.	Hospital Administration
47	BUSINESS STATISTICS.	GUPTA.S.P. GUPTA.M.P.	Hospital Administration
48	MANAGEMENT ACCOUNTING.	PANDEY.I.M.	Hospital Administration
49	HOSPITAL ADMINISTRATION.	FRANCIS.C.M, DeSOUZA.M.	Hospital Pharmacy (Clinical)
50	PRINCIPLES AND PRACTICE OF MANAGEMENT.	PRASAD.L.M.	Miscellaneous
51	MANAGERIAL ECONOMICS.	DWIVEDI.D.N.	Hospital Administration
52	BUSINESS COMMUNICATION.	RAI.U. RAI.S.M.	Hospital Administration
53	MATERIALS MANAGEMENT.	DATTA.A.K.	Hospital Administration
54	MARKETING A MANAGERIAL INTRODUCTION.	GANDHI.J.C.	Hospital Administration
55	PROJECT MANAGEMENT.	CHOUDHUR.S.	Hospital Administration
56	MARKETING MANAGEMENT.	KOTIER.P.	Hospital Administration
57	HEALTH CARE SYSTEM AND MANAGEMENT. VOL. I.	GOEL.S.L.	Nursing - Medical Education
58	HEALTH CARE SYSTEM AND MANAGEMENT. VOL. II.	GOEL.S.L.	Nursing - Medical Education
59	HEALTH CARE SYSTEM AND MANAGEMENT. VOL. III.	GOEL.S.L.	Nursing - Medical Education
60	HEALTH CARE SYSTEM AND MANAGEMENT. VOL. IV.	GOEL.S.L.	Nursing - Medical Education
61	MANAGEMENT OF HOSPITALS. VOL. I.	GOELS.S.L. KUMAR.R.	Hospital Administration
62	MANAGEMENT OF HOSPITALS. VOL. II.	GOELS.S.L. KUMAR.R.	Hospital Administration

63	MANAGEMENT OF HOSPITALS. VOL. III.	GOELS.S.L. KUMAR.R.	Hospital Administration
64	MANAGEMENT OF HOSPITALS. VOL. IV.	GOELS.S.L. KUMAR.R.	Hospital Administration
65	EFFECTIVE HOSPITAL MANAGEMENT.	PAI.R.	Hospital Administration
66	CONTROL OF HOSPITAL INFECTION.	AYLIFFE.G.A.J.FRAISE.A.P.	Hospital Administration
67	HOSPITAL WASTE MANAGEMENT.	CHANDORKAR.A.G.	Hospital Administration
68	IMPROVING QUALITY.	MEISENHEIMER.C.G.	Hospital Administration
69	HOSPITAL ADMINISTRATIONINISTRATION AND PLANNING.	CHANDORKAR.A.G.	Hospital Administration
70	HAND BOOK PN HOSPITAL ADMINISTRATIONINSTRATION- 2003.	SARMA.R.K.SHARMA.Y.	Hospital Administration
71	HOSPITAL ORGANISATION AND MANAGEMENT.	STONE.J.E.	Nursing - Medical Education
72	HOSPITALS, CLINICS AND HEALTH CENTERS.	AITKEN.	Hospital Administration
73	HOSPITAL LIGHTING.	HOPKINSON.	Hospital Administration

TIME TABLE
TIME-TABLE: M.Sc. (H.A.)-FIRST YEAR - I TERM

DAY/ DATE	THEORY			PRACTICAL
	9 - 10 am	10 - 11 am	11 - 12 pm	2 - 5 pm
MONDAY	ANATOMY	ANATOMY	EPIDEMIOLOGY	DIETARY
TUESDAY	PHYSIOLOGY	PHYSIOLOGY	EPIDEMIOLOGY	MEDICAL RECORDS
WEDNESDAY	BASIC STATSTICS	BASIC STATSTICS	ORGANISATIONAL BEHAVEVIOR	HOSPITAL WASTE MANAGEMENT
THURSDAY	PRINCIPLES OF MANAGEMENT	ORGANISATIONAL BEHAVEVIOR	PRINCIPLES COMMUNICATIONS	PHARMACY
FRIDAY	MANAGERIAL SKILLS	PRINCIPLES OF MANAGEMENT	ORGANISATIONAL BEHAVEVIOR	
SATURDAY	PRINCIPLES COMMUNICATIONS	MANAGERIAL SKILLS	PRINCIPLES OF MANAGEMENT	

TIME-TABLE: M.Sc. (H.A.)-FIRST YEAR - II TERM

DAY/ DATE	THEORY			PRACTICAL
	9 - 10 am	10 - 11 am	11 - 12 pm	2 - 5 pm
MONDAY	ANATOMY	ANATOMY	EPIDEMIOLOGY	CENTRAL STORES
TUESDAY	PHYSIOLOGY	PHYSIOLOGY	EPIDEMIOLOGY	LAUNDARY
WEDNESDAY	RESEARCH METHODLOGY	RESEARCH METHODLOGY	PRINCIPLES OF ECONOMICS & ITS APPLICATION TO HEALTH CARE	CSSD
THURSDAY	SEMINAR			SECURITY & LOGISTICS
FRIDAY	JOURNAL CLUB PRESENTATION			ACCIDENT & EMERGENCY
SATURDAY	SYNOPSIS REVIEW / DEAPRTMENTAL WORK			

TIME-TABLE: M.Sc. (H.A.)-FIRST YEAR - III TERM

DAY/ DATE	THEORY			PRACTICAL
	9 - 10 am	10 - 11 am	11 - 12 pm	2 - 5 pm
MONDAY	ANATOMY	ANATOMY	EPIDEMIOLOGY, HEALTH AWARENESS, PUBLIC HEALTH & HEALTH POLICY	OUTPATIENT DEPARTMENT (OPD)
TUESDAY	PHYSIOLOGY	PHYSIOLOGY	EPIDEMIOLOGY, HEALTH AWARENESS, PUBLIC HEALTH & HEALTH POLICY	IN PATIENT DEPARTMENT (IPD)
WEDNESDAY	HEALTH ORGANISATION & MANAGEMENT SYSTEMS	HEALTH FINANCE	HEALTH SERVICE PLANNING & PROJECT MANAGEMENT	OPERATION THEATER (OT)
THURSDAY	HEALTH SERVICE PLANNING & PROJECT MANAGEMENT	HEALTH ORGANISATION & MANAGEMENT SYSTEMS	HEALTH FINANCE	INTENSIVE CARE UNIT (ICU)
FRIDAY	JOURNAL CLUB PRESENTATION			NURSING SERVICES
SATURDAY	SEMINAR			

TIME-TABLE: M.Sc. (H.A.)-SECOND YEAR - I TERM

DAY/ DATE	THEORY			PRACTICAL
	9 - 10 am	10 - 11 am	11 - 12 pm	2 - 5 pm
MONDAY	COMPUTER APPICATION & HOSPITAL INFORMATION SYSTEM	COMPUTER APPICATION & HOSPITAL INFORMATION SYSTEM	HOSPITAL & HEALTH INFORMATION SYSTEM	PUBLIC RELATIONS
TUESDAY	COMPUTER APPICATION & HOSPITAL INFORMATION SYSTEM	COMPUTER APPICATION & HOSPITAL INFORMATION SYSTEM	PUBLIC RELATION & SOCIAL MARKETING IN HEALTH CARE	BLOOD BANK
WEDNESDAY	HOSPITAL & HEALTH INFORMATION SYSTEM	PUBLIC RELATION & SOCIAL MARKETING IN HEALTH CARE	COMPUTER APPICATION & HOSPITAL INFORMATION SYSTEM	URBAN HEALTH CENTERS (UHC)
THURSDAY	SEMINARS			PRIMARY HEALTH CENTERS (PHC)
FRIDAY	JOURNAL CLUB PRESENTATIONS			
SATURDAY	DESSERTATION WRITING / DEPARTMENTAL WORK			

TIME-TABLE: M.Sc. (H.A.)-SECOND YEAR - II TERM

DAY/ DATE	THEORY			PRACTICAL
	9 - 10 am	10 - 11 am	11 - 12 pm	2 - 5 pm
MONDAY	COMPUTER APPLICATION & HOSPITAL INFORMATION SYSTEM	HOSPITAL ORGANIZATION & MANAGEMENT SYSTEM	PRINCIPLES OF ACCOUNTING	LABORATORY
TUESDAY	MEDICAL ETHICS	HOSPITAL FINANCE	HOSPITAL COST & MANAGEMENT ACCOUNTING	RADIOLOGY
WEDNESDAY	HOSPITAL ORGANIZATION & MANAGEMENT SYSTEM	HOSPITAL FINANCE	HOSPITAL COST & MANAGEMENT ACCOUNTING	PERSONAL MANGEMENT
THURSDAY	SEMINARS			GENERAL ADMINISTRATION
FRIDAY	JOURNAL CLUB PRESENTATIONS			ALTERNATIVE MEDICINE
SATURDAY	DESSERTATION WRITING / DEPARTMENTAL WORK			

TIME-TABLE: M.Sc. (H.A.)-SECOND YEAR - III TERM

DAY/DATE	THEORY			PRACTICAL
	9 - 10 am	10 - 11 am	11 - 12 pm	2 - 5 pm
MONDAY	COMPUTER APPLICATION & HOSPITAL INFORMATION SYSTEM	MANAGEMENT HUMAN RESOURCES IN HEALTH CARE	HOSPITAL PLANNING & PROJECT MANAGEMENT	DEPARTMENT OF ACCOUNTS
TUESDAY	QUALITY MANAGEMENT IN HEALTH CARE	INDUSTRIAL RELATION	HOSPITAL MANAGEMENT / HOSPITAL ADMINISTRATION & HEALTH MANAGEMENT	ENGINEERING & MAINTENANCE
WEDNESDAY	QUALITY MANAGEMENT IN HEALTH CARE	MANAGEMENT HUMAN RESOURCES IN HEALTH CARE	HOSPITAL PLANNING & PROJECT MANAGEMENT	BIOMEDICAL DEPARTMENT
THURSDAY	SEMINARS			EDP DEPARTMENT
FRIDAY	JOURNAL CLUB PRESENTATION			
SATURDAY	HOSPITAL MANAGEMENT / HOSPITAL ADMINISTRATION & HEALTH MANAGEMENT	QUALITY MANAGEMENT IN HEALTH CARE	DEPARTMENTAL WORK	

LIST OF BOOKS FOR HOSPITAL ADMINISTRATION

1. Hospital Departmental Profiles / Edited by Alan J. Goldberg and Robert A. Denoble.--2nd ed.-- Chicago: American Hospital Publishing Inc, 1986. 209 p.; 27.7 x 21.4 cm.
ISBN : 0-939450-81-X. 362.11068 436
** Social Welfare Services; Health Care; Hospital Administration; Industrial Engineering; Hospital Departments Organization
2. Hospital Organization And Management : Text and Readings / By Kurt Darr and Jonathon S. Rakich.-- Maryland: National Health Publishing, 1989. 498 p.; 23.5 x 15.5 cm \$ 40.00.
ISBN : 0-910591-08-3. 362.11068 1113
** Social Welfare Services; Health care; Hospital Organization; Hospital Administration; Hospital Management Strategic Planning; Quality Assurance; Resource Utilization; Risk Management; Organizational Behaviour; Human Resources Management; Marketing; Health Care Marketing; Entrepreneurship; Health Care Expenditures
3. Cost Management for Hospital / By John G. Nackel, George M Kis and Paul J Fenaroli.-- Rockville: An Aspen Publication, 1987. 263 p.; 23.5 x 15.5 cm.
ISBN : 0-87189-637-0. 362.110681 1194
** Social Welfare Services; Hospital; Hospital Administration; Cost Management; Cost Control; Cost Benefit Analysis
4. Basic Hospital Financial Management / By Donald F. Beck.- Rockville: An Aspen Publication, 1980. 300 p.; 23.4 x 15.6 cm. \$ 24.00.
ISBN : 0-89443-329-6. 362.110681 1444
** Social Welfare Services; Health Care; Hospital Management; Business Management; Hospital Finance; Economics; Hospital Economics; Hospital Administration
5. Indian Hospital Association
Selected Readings in Hospital Administration / By Indian Hospital Association; Edited by P.N. Ghei.--Ist ed.-- New Delhi: Indian Hospital Association, 1990. 299 p.; 21.2 x 13.8 cm.
362.11068 2016
** Social Welfare Services; Health Care; Hospital Administration; Personnel Management; Materials Management Conflict Management; Hospital Infection; Hospital Planning; Nursing; Hospital Inpatient; Health Education; Hospital Environment; Hospital Statistics; Primary Health Care; Disaster Management; Health Care Administrator; Quality Assurance Programme; computers in hospital;

6. Theodore, Louis
 Air Pollution Control and Waste Incineration For Hospitals and Other Medical Facilities / By Louis Theodore.-- New York: Van Nostrand Reinhold, 1990. 405 p. 23.3 x 15.5 cm. \$ 69.00.
 ISBN : 0-442-00398-6. 363.7297 2112
 ** Social Welfare Services; Health Care; Hospital; Hospital Administration; Pollution; Air Pollution; Waste Incineration; Heating and Ventilation; Hospital Waste Disposal; Environmental Engineering; Environmental Health, Health Hazards; Hospital Waste Management; Incinerator; Operation; Incinerator Maintenance; Waste Management

7. Longo, Daniel R
 Integrated Quality Assessment : A Model For Concurrent Review / By Daniel R. Longo, Kathleen R. Ciccone and Jonathan T. Lord.-- Chicago: American Hospital Publishing Inc, 1989. 199 p.; 27.8 x 21.4 cm. \$ 49.50.
 ISBN : 1-55648-028-8.
 658.562068 2250
 ** Management; Health Care; Hospital Administration; Hospital Care; Hospital Standards; Quality Control; Quality Assurance; Utilization Management; Risk Management Infection Control; Quality Assessment; Indicators; Surgery; Equipments; Quality Management; Drug Use; TQM;

8. Kulkarni, G.R
 Hospital Management Accounting-Planning and Control / By G.R. Kulkarni.-- Bombay: G.R. Kulkarni, 1990. 174 p.; 30.5 x 21.7 cm. Comp. 362.11068 2470
 ** Social Welfare Services; Health Care; Health Care Management; Accounting; Hospital Administration; Hospital Planning; Management Accounting; Cost Accounting; Budgeting; Accounting Review; Management Audit; Computerisation; Hospital Accounting

9. Ross, Austin
 Ambulatory Care Management / By Austin Ross, Stephen J. Williams and Eldon L. Schafer.--2nd ed.-- New York: Delmar Publishers Inc, 1991. 407 p.; 23.4 x 18.5 cm. (Delmar Series in Health Services Administration).
 ISBN : 0-8273-4613-1.
 362.12068 2686
 ** Hospital Administration; Health Care; Hospital Services Hospital; Ambulatory Care; Organization and Administration; Ambulatory Care Organization; Financial Management; Operations Management; Patient Care System; Management Information System; Human Resources Management Patient Relations; Marketing; Strategic Planning; Strategic Management; Hospital Management; Social Welfare Services;

10. Roach, William H
 Medical Records and The Law / By William H. Roach, Susan N. Chernoff and Carole Lange Esle.-- Rockville: An Aspen Publication, 1985. 317 p.; 27.4 x 13.5 cm.
 ISBN : 0-8718-9098-4.
 362.11068 2936
 ** Social Welfare Services; Health Care; Medical Records; Law; United States of America; Patient Records; Hospital; Hospital Law; Medical Information; Medical Records Management; Risk Management; Hospital Risk Management; Quality Assurance; Hospital Liability; Hospital Administration; Hospital Management;

11. Essentials of Hospital Risk Management / Edited by Barbara J. Youngberg.-- Rockville: An Aspen Publication, 1990. 251 p.; 22.7 x 15.2 cm. \$ 56.00.
 ISBN : 0-8342-0098-8.
 362.110681 2928
 ** Social Welfare Services; Risk Management; Hospital Management; Hospital Administration; Financial Management Hospital Financial Management; Risk Management Department Risk Identification Strategies; Quality Assurance; Risk Management Education; Patient Education; Health Education; Insurance; Health Insurance; Health Insurance Management; Litigation Management

12. Quality Assurance in Hospitals : Strategies for Assessment and Implementation / Edited by Nancy O. Graham --2nd ed.-- Rockville: An Aspen Publication, 1990. 373 p. 23.4 x 15.2 cm. \$ 64.00.
 ISBN : 0-8342-0139-9.
 658.562068 2935
 ** Social Welfare Services; Hospital; Medical Care; Quality Control; Health Care; Hospital Management; Quality Assurance; Hospital Administration; Health Care Quality; Quality Measurement; Quality Assessment; Quality Measurement; Ambulatory Care; Quality Management Programmes; Hospital Finance; Health Care Expenditure; Information Management; Hospital Information; Strategies

13. Doyle, Owen
 Analysis Manual for Hospital Information Systems / By Owen Doyle, Charles J. Austin and Stephen L. Tucker.-- Ann Arbor: AUPHA, 1980. 463p.; 27.4 x 20.5 cm.
 ISBN : 0-914904-41-8.
 362.110285 3075
 ** Social Welfare Services; Hospital; Hospital Information System; Information System; Hospital Administration; Medical Informatics; Hospital Records; Inpatient Service System; Ambulatory Care Services System Patient Services System; Patient Records Management System; Financial Management System; Materials Management Personnel Management System; Budgeting; Computer Applications;

14. Austin, Charles J
 Information Systems for Hospital Administration / By
 Charles J. Austin.-- Ann Arbor: Health Administration
 Press, 1979. 277p.; 23.2 x 15.4 cm.
 362.110285 3074
 ** Social Welfare Services; Hospital; Information System Hospital Information
 System; Hospital Administration; Medical Informatics; Hospital Administration-
 Data Processing; Information System Analysis; Information System Design;
 Hospital-Computer Hardware; Hospital- Software; System Analysis; System
 Design; Software; System Development; Clinical Information System; Computer
 Applications; Information System Development
15. Planned Change in the Hospital : Case Studies of Organizational Innovations
 Planned Change in the Hospital : Case Studies of Organizational Innovations /
 Edited by Rodney M. Coe.—1st ed.-- New York: Praeger Publishers, 1970. 260 p.;
 24 x 16 cm.
 (Praeger Special Studies in U.S. Economic and Social Development).
 362.11 3320
 ** Social Welfare Services; Hospital; Planned Change; Organizational Innovation;
 Organizational Change; Innovation; Case Study; Hospital Administration; Infant
 Feeding; Medication;
16. Levey, Samuel
 Health Management for Tomorrow / By Samuel Levey and
 Thomas McCarthy.-- Philadelphia: J.B. Lippincott Company,
 1980. 407 p.; 26 x 18 cm.
 ISBN : 0-397-50442-X.
 362.1068 3333
 ** Social Welfare Services; Health Care; Health Services; Health Legislation;
 Health Planning; Leadership; Case-Mix Accounting; Quality Assurance; Hospital;
 Health Care Management; USA; Financial Management; Hospital Administration;
 Philanthropy; Health Administration
17. Cleverley, William O
 Essentials of Hospital Finance / By William O. Cleverley.
 -- Rockville: An Aspen Publication, 1978. 214 p.; 23.5 x 15.5 cm.
 ISBN : 0-89443-035-1.
 362.110681 3383
 ** Social Welfare Services; Hospital; Hospital Finance; Hospital Accounting;
 Decision Making; Project Analysis; Financial Management; Hospital
 Administration; Hospital Economics; Financial Statements; capital Project
 Analysis

18. Handbook of Health Care Human Resources Management / Edited by Norman Metzger.-- Maryland: An Aspen Publication, 1981. 903 p.; 28.3 x 22 cm.
ISBN : 0-89443-363-6.
362.110683 3393
** Social Welfare Services; Health Care; Hospital; Human Resource Management; Personnel Management; Organizational Development; Recruitment; Job Analysis; Job Satisfaction; Job Description; Management by Objectives; Performance Appraisal; Training and Development; Motivation; Hospital Administration; Employee Benefits; Labour Relations;
19. Snook, Donald
Hospital : What They are and How they Work / By Donald
Snook.--2nd ed.-- Maryland: An Aspen Publication, 1992. 266 p.; 23.5 x 15.5 cm.
ISBN : 0-8342-0247-6. 362.11068 3551
** Social Welfare Services; Hospital; Hospital Administration; Hospital Finance; Medical Records; Risk Management; Hospital Planning; Marketing; Hospital Marketing; Nursing Services; Quality Assurance; Hospital Accreditation Process
20. Brown, Montague
Health Care Management : Strategy, Structure and Process / Edited By Montague Brown.-- Maryland: An Aspen Publication, 1992. 219 p.; 28 x 21 cm. (Health Care Management Series).
ISBN : 0-8342-0299-9.
362.1068 3533
** Health Care; Health Care Management; Hospital Administration; Health Administration; Health Organization Health Services; Health Services-Organization and Administration; Strategy Formulation; Hospital; Hospital Acquisition; Total Quality Management; Hospital Diversification; Diversification
21. Goyal, R.C.
Handbook of Hospital Personnel Management / By R.C. Goyal
-- New Delhi: Prentice-Hall of India Pvt.Ltd., 1993. 299 p.; 24 x 15.7 cm. Rs. 150.00.
ISBN : 81-203-0708-9.
362.110683 3649
** Hospital; Hospital Administration; National Health Policy; Health Services; Health Policy; Personnel Management; Health Insurance; Manpower planning; Training and Development; Working Condition; Performance Appraisal Recruitment; Counselling; Organizational Development; Computer Applications; Transactional Analysis;

22. Barnum, Howard
 Public Hospitals In Developing Countries : Resource Use,
 Cost, Financing / By Howard Barnum and Joseph Kutzin.--
 Baltimore: Johns Hopkins University, 1993. 335 p.; 24 x 16 cm. \$ 35.95.
 ISBN : 0-8018-4532-7.
 362.1194724 4216
 ** Social Welfare Services; Hospital; Public Hospitals; Developing Countries;
 Hospital Administration; Financial Management; Health Economics; Hospital
 Economics; Cost
 Effectiveness; Hospital-Utilization; Health Finance; Hospital Finance; Resource
 Allocation
23. Berman, Howard J
 Financial Management of Hospitals / By Howard J. Berman,
 Steven F. Kukla and Lewis E. Weeks.--8th ed.-- Ann Arbor:
 Health Administration Press, 1994. 724 p.; 23.2 x 15.4 cm. \$ 60.00.
 ISBN : 1-56793-008-5.
 362.110681 4912
 ** Hospital; Hospital Management; Financial Management; Hospital
 Administration; Hospital Financial Management; Hospital Economics; Accounting;
 Working Capital Management Budgeting; Capital Budgeting; Corporate Planning;
 Strategic Planning; Capital Investment Decision Management Reporting
24. McGibony, J.R
 Principles of Hospital Administration / By J.R. McGibony.
 --2nd ed.-- New York: G.P. Putnams Sons, 1969. 587 p.; 27.4 x 21.2 cm.
 ISBN : 399-400338-8.
 362.11068 5190
 ** Social Welfare Services; Health Care; Patient Care; Fund Raising; Hospital
 Construction; Hospital Organization Hospital; Medical Staff; Medical Audit;
 Hospital Administration; Medical Information; Hospital Personnel; Hospital Care;
 Medical Services; Surgical Services; Maternity Services
25. Kunders, G.D
 Hospitals : Planning, Design and Management / By G.D.
 Kunders, S. Gopinath and Asoka Katakam.--1st ed.-- New
 Delhi: Tata McGraw-Hill Publishing Company Ltd, 1998.
 424 p.; 28 x 22 cm. Rs. 795.00.
 ISBN : 0-07-462211-0.
 362.11068 5389-5390
 ** Health Care; Hospital; Hospital Administration; Hospital Planning; Hospital
 Design; Hospital Architecture Hospital Services; Nursing Services; Information
 System; Hospital Information System; Materials Management; Medical Records

26. Saini, Anil Kumar
 Management Information System (MIS) In Hospitals : A Computer Based Approach For Quality In Hospital Services And Administration / By Anil Kumar Saini.--1st ed.-- New
 Delhi: Deep and Deep Publications Pvt. Ltd., 1999. 341 p. 21.5 x 14.4 cm. Rs. 580.00.
 ISBN : 81-7629-169-2.
 362.110285 5921
 ** Health Care; Health Services; Health Care Systems; India; Hospitals; Hospitals Administration; MIS; Management Information System; Medical Informatics; Information Systems; Hospital Communication; Hospital Information Systems
27. Gupta, Shakti
 Hospital Stores Management : An Integrated Approach / By Shakti Gupta And Sunil Kant.--1st ed.-- New Delhi: Jaypee Brothers Medical Publishers(P) Ltd, 2000. 265 p.; 24 x 16 cm. Rs. 300.00.
 ISBN : 81-7179-740-7.
 362.11068 6061
 ** Health Care; Hospital Administration; Materials Management; Inventory Management; Hospital Stores; Hospital Equipments
28. Sakharkar, B M
 Principles Of Hospital Administration And Planning / By B M Sakharkar.--1st ed.-- New Delhi: Jaypee Brothers Medical Publishers (P) Ltd, 1998. 331 p.; 28 x 21.5 cm. Rs. 200.00.
 ISBN : 81-7179-609-5.
 362.11068 6096
 ** Social Welfare Services; Health Care; Patient Care; Fund Raising; Hospital Construction; Hospital Organization Hospital; Medical Staff; Medical Audit; Hospital Administration; Medical Information; Hospital Personnel; Hospital Care; Medical Services; Surgical Services; Maternity Services
29. Shepard, Donald S
 Analysis of Hospital Costs : A Manual for Managers / By Donald S. Shepard, Dominic Hodgkin and Yvonne E. Anthony. --1st ed.-- Geneva: WHO, 2000. 92 p.; 24 x 16 cm.
 Sw.fr. 28.-
 ISBN : 92 4 154528 3.
 362.11068 6192
 ** Health Care; Health Services; Hospital; Hospital Cost; Cost Analysis; Health Economics; Hospital Economics; Hospital Administration; Manual;

30. Rowland, Howard S
 Hospital Management : A Guide to Departments / Edited By
 Howard S. Rowland and Beatrice L. Rowland.--1st ed.-- New
 Delhi: An Aspen Publication, 1984. 471 p.; 30 x 21.5 cm.
 ISBN : 0-89443-853-0.
 362.11068 6202
 ** Health Care; Hospitals; Hospital Administration; Public Hospitals; National
 Health Policy; Cost Efficiency Health Care Finance; Management Audit; Medical
 Staff; Nursing Management; Material Management; Education Department;
 Training Department
31. Equipment Planning Branch
 Programing and Equiping : Hospital Departments / By
 Equipment Planning Branch.-- Washington, DC: U.S.
 Department of Health, Education and Welfare, 1963. 72 p. 28.5 x 22 cm.
 (Hospital and Medical Facilities Series).
 362.11068 6291
 ** Hospital; Hospital Planning; Hospital Department; Equipping; 200-Beds;
 Hospital Administration; Equipments; Building; Clinical Services; Paramedical
 Services;
32. Shekhar, Sudhanshu
 Management of Health Services / Edited by Sudhanshu Shekhar.-- New Delhi:
 Anmol Publications Pvt. Ltd., 2004. 2v, 545 p.; 25 x 19 cm. Rs. 3000.00 (Set
 of 2 Vols).
 ISBN : 81-261-1797-4.
 362.1068 7288,Vol. 1; 7289,Vol. 2
 ** Healthcare; Sustainable Development; Primary Healthcare Nutrition
 Expenditure; Public Health Administration; Health Institutions; Public Health;
 Health Administration; Management Information Systems; MIS India; Manpower
 Planning-Health; Health Planning; Public Expenditures; Hospital Cost; Hospital
 Financing; Organisational Network; Voluntary Health Programmes; Decentralized
 Planning;

33. Encyclopaedia of Quality Management in Hospital and Health- Care Administration.-- New Delhi: Pentagon Press, 2006. 6v.; 2008 p.; 25.5 x 19 cm. Contents: Vol. 1. Applying Quality Management in Health Care: A Process for Improvement / By Diane L. Kelly.
Vol. 2. Health Services Management: Readings, Cases, and Commentary / Edited by Anthony R. Kovner and Duncan Neuhauser.
Vol. 3. Achieving Service Excellence: Strategies for Healthcare / By Myron d. Fottler, Robert C. Ford and Cherrill P. Heaton.
Vol. 4. Population Health Management: Strategies to Improve Outcome / By Ann Scheck McAlearney.
Vol. 5. Financial Management of Hospitals and Healthcare Organizations / By Michael Nowicki.
Vol. 6. Terrorism and Disaster Management: Preparing Healthcare Leaders for the New Reality / Edited by K. Joanne McGlown.
Rs. 15000.00 (Set of 6 Vols).
ISBN : 81-8274-207-2.
03:362.11068 8054,V. 1(Ref.); 8055,V. 2(Ref.);
8056,V. 3(Ref.); 8057,V. 4(Ref.); 8058,V. 5(Ref.);
8059,V. 6(Ref.)
** Hospital Administration; Total Quality Management; Healthcare Managers; Quality Management; Health Services Management; Disease Management; Physician Leadership; Strategic Management; Benchmarking; Healthcare Planning; Staffing; Qualitative Methods; Population Health Management; Demand Management; Disease Management; Startegic Programme Management; Information Technology; Financial Management; Third Party Payment; Cost Accounting Operational Planning; Budgeting; Financial Analysis; Management Reporting; Public Health;
34. Sharma, R.K.
Handbook on Hospital Administration 2003 : Making a Difference / By R.K. Sharma and Yashpal Sharma.-- Jammu: Durga Printers, 2003. 694 p.; 26.5 x 21.5 cm. Rs. 700.00.
362.11068 8023
** Hospital Administration; Hospital Supply System; Hospital Hazards; Record Management; Budget; Communication System; Support Services; Medical Social Services; Telemedicine; Consumer Protection Act; Clinical Care Services; Hospital Management;

List of Journals

MANAGEMENT

Comment [c1]:

S. No.	Name of Journal	Editor	Address with Phone No.	E-Mail	Web
1.	Abhigyan Journal of Foundation For Organizational Research (Q)	Vinayshil Gautam	Foundation for Organisational Research and Education ADHITAMKENDRA B-18, Qutab Institutional Area, New Delhi-110016. Ph. 696 9534, 696 9668 Fax: 91-11-685 6294, 696 4229	mareena@fsm.ac.in	http://www.fsm.ac.in
2.	ASTI (BA)	A.K. Pande	Association of State Training Institutes in India (ASTI) HCM Rajasthan State Institute of Public Administration J.L. Nehru Marg, Jaipur-302 017 Tel: 0141-510556 Fax: 0141-5154220	hcmripa@sancharnet.in	
3.	* Harvard Business Review (BM)	Thomas A. Stewart	Harvard Business School Publishing 60, Harvard Way, Boston, MA 02163, USA. Ph. 917-783-7410 Fax: 617-783-7493	Hbr_editorial@hbsp.harvard.edu	www.harvardbusinessonline.org
4.	IIMB Management Review (Q)	N. Balasubramaniam	Indian Institute of Management Bannerghatta Road, No. 4113, Jayanagar H.O., Bangalore-560 041	review@iimb.ernet.in	http://www.iimb.ernet.in
5.	Indian Management (M)	R. Jagannathan	Business Standard Ltd. Nehru House, 4, Bahadur Shah Zafar Marg, New Delhi-110 002	salil@business-standard.com	
6.	Indian Journal of Quality Management (BM)	Girdhar Gyani	Indian Institute of Quality Management Malviya Industrial Area Jaipur-302 017 (Raj.) India Ph. 0141-2751506 Fax: 0141-2751464	iiqm@yahoo.com	

7.	Journal of Entrepreneurship (BM)	Dwijendra Tripathi	Sage Publications India Pvt. Ltd Post Box 4109, B-32, Panchsheel Enclave, New Delhi-110 017 Tel/Fax: 26491290	journalsubs@indiasage.com ; bookorders@indiasage.com , exports@indiasage.com	www.indiasage.com
8.	MARGIN (Q)	Suman Bery	National council of Applied Economic Research Parisila Bhavan, 11, Indraprastha Estate, New Delhi-110 002 (India) Ph. 337 9861-3 Fax:337 0164		www.ncaer.org
9.	* Organizational Dynamics (Q)	Fred Luthans	Elsevier Science Inc. P.O. Box 211, 1000 AE Amsterdam The Netherlands	asiainfo@elsevier.com.sg	www.elsevier.com ; www.organizational-dynamics.com
10.	Prestige Journal of Business Perspective (BA)	Dr. Upinder Dhar	Prestige Institute of Management and Research, 2, Education and Health Sector, Scheme 54, Indore-452001 Ph. (0731) 557510, 571504, 557114 Fax: (0731) 554274	pimrindore@sancharnet.in	www.pimrindore.com
11.	South Asian Journal of Management (Q)	Mathew J. Manimala	Association of Management Development Institute in South Asia Plot No. 1228, Road No. 60, Jubilee Hills, Hyderabad-500033 Ph. 91-40-3546090/6091/6092/6093 Fax: 3544801	amdisa@amdisa.org	www.amdisa.org
12.	Vikalpa (Q)	I.M. Pandey	Indian Institute of Management Ahmedabad - 380 015, India Ph. 91-79-6324801 Fax: 91-79-6306896	vikalpa@iimahd.ernet.in	www.iimahd.ernet.in/vikalpa

Health and Hospital Management

13.	* British Journal of Health Care Management (10/yr.)	Andy Cowper	Mark Allen Publishing Subscription, St. Jude's Church, Dulwich Road, Road, Herne Hill, London SE24 0PB Tel: 020 7738 5454	Bjhcm@markallengroup.com	
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14.	* Health Policy and Planning (Q)	Ruairi Brugha and Kara Hanson	Oxford University Press Great Clarendon Street Oxford, OX2 6DP, UK Tel: +44(0)1865 267907 Fax: +44(0)1865 267485	jnls.cust.serv@oup.co.uk ; jnl.orders@oup.co.uk	http://heapol.oupjournals.org
15.	* Health Services Management Research (Q)	Prof. Peter Spurgeon	The Royal Society of Medicine Press Limited 1 Wimpole Street, London W1G 0AE, UK Tel: +44(0) 20 7290 2927/8 Fax: +44(0) 20 7290 2929	Rsmjournals@rsm.ac.uk	www.rsmjournals.co.uk/hsmr.htm
16.	Hospital Administration (Q)	Brig. (Dr.) O.P. Khanna	Indian Hospital Association B-401, Sarita Vihar New Delhi-110 044. Tel: 011-6945648, 6944994 Telefax: 91-11-6941267	indianhospitalassociation@hotmail.com	
17.	* International Jr. Of Health Planning And Management (Q)	Prof. Calum Paton and Prof. Bie Nio Ong	John Wiley And Sons Ltd. The Atrium, Southern Gate, Chichester, West Sussex PO19 1UD, UK Tel: +44(0) 1243 770351 Fax: +44(0) 1243 770432	Cs-journals@wiley.co.uk	www.interscience.wiley.com
18.	Issues in Medical Ethics (Q)	Samiran Nundy	The Forum for Medical Ethics Society O-18, Bhavna Veer Savarkar Marg, Prabhadevi, Mumbai-400 025.	subscribe@medicalethicsinda.org ; fme@vsnl.net	www.issuesinmedicalethics.org
19.	Journal Academy of Hospital Administration (BA)	Shakti Gupta	Academy of Hospital Administration CG-17, SFS, Apartments, Hauz Khas, New Delhi-110 016 Fax: 91-11-6961934	Ahadel@bolnet.in ; aha_delhi87@hotmail.com ; drshaktigupta@hotmail.com	www.indmedica.com/jaha
20.	* Journal of Health Administration Education (Q)	Mary Richardson and William Welton	The Association of University Programs In Health Administration, 730 11 th Street, NW, 4 th Floor, Washington, DC 20001.	Edeleon@aupha.org	
21.	* Journal of Health Care Management (BM)	Kyle L. Grazier	The Foundation of the American College of Healthcare Executives One N. Franklin St., Suite 1700, Chicago, IL 60606-3491. Ph. (312) 424-2800 Fax: (312) 424-0014	Hap@ache.org	

22.	Journal of Health Management (BA) (IIHMR)	Prof. Udai Pareek	Sage Publications India Pvt. Ltd Post Box 4109, B-32, Panchsheel Enclave, New Delhi-110 017 Tel/Fax: 26491290	journalsubs@indiasage.com ; bookorders@indiasage.com ; exports@indiasage.com	www.indiasage.com
23.	* Marketing of Health Services (Q)	Kent Seltman	American Marketing Association 311 s. Wacker Dr., Chicago, IL 60606. Fax: (312) 922-3763	advanced@vsnl.com	www.marketingpower.com
24.	* World Hospital(3/Year) (IHF)		International Hospital Federation 13 Chemin Du Levant, 01210 Ferney Voltaire, France Tel: +33450426000 Fax: +33450426001	Info@ihf-fih.org	www.hospitalmanagement.net

Health Services

25.	* American Journal Of Public Health (M)	Mary E. Northridge	American Public Health Association 800, I Street, NW Washington, DC 20001-3710 Tel: (202) 777-2742 Fax: (202) 777-2534	sharon.hammon@apha.org	www.apha.org
26.	* Bold (Q)	Prof. Victor G. Griffiths	International Institute on Ageing, United Nations 117, St. Paul Street, Valletta VLT07, Malta Tel: +356-21243044/5/6 Fax: +356-21230248	Info@inia.org.mt	http://www.inia.org.mt
27.	British Medical Journal (South Asian Edition) (M)	Richard Smith & Gaby Shockley,	Manipal Centre for Media Research and Training-BMJ, CTC Building, Near M.A.H.E., Manipal-576 119, Karnataka, India. Ph: +91 8252 571201 Ext. 22474 Fax: +91 8252 570062, 571999	Mcmrt@manipal.edu	

28.	* Bulletin of WHO(M) (Global)	Hooman Momen	World Health Organization Regional Office for South-East Asia, World Health House, Indraprastha Estate, Mmahaatma Gandhi Marg, New Delhi-110 002, India Tel: (091) 11 337 0804/ 337 9823 Fax: (091) 11 3379507, 3370197 & 3379395	Dixitr@whosea.org ; publications@whosea.org http://w3.whosea.org/rdoc/	http://w3.whosea.org/rdoc/
29.	Diabetes Today(Q)	Dr. H.B. Chandalia	National Diabetic Association of India 6, Old Post Office St. , Calcutta-700001		
30.	* Gender and Development (3/ Per Year)	Caroline Sweetman	Oxfame GB, 274 Banbury Road, Oxfod OX2 7DZ, UK Fax: +44(0) 1865 312 600	Journals.orders@tandf.co.uk ; csweetman@oxfam.org.uk	www.tandf.co.uk/journals ; www.oxfam.org.uk/publish/jgen
31.	Health Action(M)	N. Vasudevan Nair	Health Action(M) P.Box 2153, 157/6, Staff Road, Gunrock Enclave, Secundrabad-500003, AP, India Ph.: 7848293, 7848457, 7841610, 7898756 Fax: 040-7811982	Chai@pol.net.in	
32.	Health for the Millions(6/Year)	Mathew Nakhopadhyay	Health for Millions Trust c/o VHAI, Tong Swasthya Bhawan 40, Institutional Area New Delhi-110 016 Phone: 6518071, 6518072, 6965871, 6962953 Fax: 011-6853708	vhai@vsnl.com ; vhai@sify.com	
33.	* Health Services Research (6/Yr.)	Ann Barry Flood & Harold S. Luft	Health Research and Educational Trust, Blackwell Publishing, Inc. 350, Main Street, Malden, MA 02148, USA Tel: +1 800 835 6770, +1 787 388 8206 Fax: +1 781 388 8232	Subscrip@blackwellpublishing.com	www.hsr.org ; www.blackwellpublishing.com/ealerts

34.	Indian Journal of Community Medicine (Q)	Dr. Sunder Lal	Indian Association of Preventive and Social Medicine Deptt. Of S.P.M., Pandit B.D. Sharma P.G.I.M.S., Rohtak-124 001 Haryana Tel: 01262-42269, 42883 Fax: 01262-42269		http://indmedica.com/ijcm/index.cfm ; http://indmeed.nic.in
35.	Indian Journal of Preventive and Social Medicine (Q)	V.M. Gupta	Indian Journal of Preventive and Social Medicine Dept. of Preventive and Social Medicine Institute of Medical Sciences B.H.U. Varanasi - 221 005		http://basis.delhi.nic.in/nd ; http://indmed.nic.in
36.	Indian Journal of Public Health (Q)	Prof. Ranadeb Biswas	Indian Public Health Association Official Organ (Indian Journal Of Public Health) 110, Chittaranjan Avenue Calcutta-700 073 Ph. 2241-3831, 2241-1859		
37.	* International Journal for Quality in Health Care (Q)	R. Heather Palmer	Oxford University Press Great Clarendon Street Oxford, OX2 6DP, UK Tel: +44(0)1865 267907 Fax: +44(0)1865 267485	jnl.cust.serv@oup.co.uk ; jnl.orders@oup.co.uk	www.intqhc.oupjournals.org
38.	* International Journal of Epidemiology (BA)	George Davey Smith / Shah Ebrahim	Oxford University Press Great Clarendon Street Oxford, OX2 6DP, UK Tel: +44(0)1865 267907 Fax: +44(0)1865 267485	jnl.cust.serv@oup.co.uk ; jnl.orders@oup.co.uk	www.ije.oupjournals.org ; www.IEAWeb.org
39.	* International Journal of Health Services (Q)	Vicente Navarro	Baywood Publishing Company Incorporated 26 Austin Avenue, P.O. Box 337, Amityville, New York 11701 Ph.: (631) 691-1270 Fax: (631) 691-1770	Baywood@baywood.com	http://baywood.com

40.	* Journal of Epidemiology and Community Health (M)	Carlos Alvarez-Dardet & John R. Ashton	BMJ Publishing Group BMA House, Tavistock Square. London WC1H 9JR Tel: 00 44 (0) 20 7383 6270 Fax: 00 44 (0) 20 7383 6402	Subscriptions@bmjgroup.com	www.jech.com
41.	Journal of Post Graduate Medicine (Q)	Atul Goel	Department of Neurosurgery, Seth G.S. Medical College and K.E.M. Hospital Parel, Mumbai-400 012 India	Jpgm@jpgmonline.com	www.jpgmonline.com
42.	* Journal of Public Health Policy (Q)	Lillian D. Terris	Journal of Public Health Policy, Inc. 208, Meadowood Drive, South Burlington, Vermont 05403-7401	jphpterris@aol.com	http://members.aol.com/jphpterris/jphp.htm
43.	Psychology and Developing Societies (BA) (Sage)	Ajit K. Dalal	Sage Publications India Pvt. Ltd Post Box 4109, B-32, Panchsheel Enclave, New Delhi-110 017 Tel/Fax: 26491290	journalsubs@indiasage.com ; bookorders@indiasage.com ; exports@indiasage.com	www.indiasage.com
44.	* Qualitative Health Research (BM) (Sage)	Janise M. Morse	Sage Publications India Pvt. Ltd Post Box 4109, B-32, Panchsheel Enclave, New Delhi-110 017 Tel/Fax: 26491290	journalsubs@indiasage.com ; bookorders@indiasage.com ; exports@indiasage.com	www.indiasage.com ; www.sagepub.com/journals
45.	* Quality and Safety in Health Care (Q)		BMJ Publishing Group BMA House, Tavistock Square. London WC1H 9JR Tel: 00 44 (0) 20 7383 6270 Fax: 00 44 (0) 20 7383 6402	Subscriptions@bmjgroup.com	www.jech.com
46.	* Reproductive Health Matters (BA)	Marge Berer	Elsevier Science C/o Customer Service Centre Asia Pacific No. 1 Temasek Avenue # 17-01 Millenia Tower Singapore 039192	asiainfo@elsevier.com.sg	www.rhm-elsevier.com
47.	SDMH Journal	Dr. Rajeev Kumar Bansal	Santokba Durlabhji Memorial Hospital Cum Medical Research Insitute Bhawani Singh Mage, Bapunagar, Jaipur-15 Ph. 566251 to 566258	Sdmhos@jpl.net.in	

48.	* WHO Drug Information (Q) (Global)		World Health Organization Regional Office for South-East Asia, World Health House, Indraprastha Estate, Mmahaatma Gandhi Marg, New Delhi-110 002, India Tel: (091) 11 337 0804/ 337 9823 Fax: (091) 11 3379507, 3370197 & 3379395	Dixitr@whosea.org ; publications@whosea.org	http://w3.whosea.org/rdoc/ ; www.who.int
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Social Sciences

49.	Indian Journal of Social Work (Q)	Iris Chi	Tata Institute of Social Sciences P.Box 8313, Sion Trombay Road, Deonar, Bombay-400 088 Ph.: 91-22-556 3289, 91-22-556 3290 Fax: 91-22-556 2912	p_unit@tiss.edu	
50.	Journal of Human Ecology (Q)	Gerald L. Young	Kamal-Raj Enterprises, 2273, Gali Bari, Paharwali, Chawri Bazar, Delhi-110 006 Ph.: 091-(0)11-23284126 Fax: 091-(0)11-27666473	Kre@vsnl.com	www.krepublishers.com
51.	Journal of Services Research (BA)	Vinnie Jauhari	Institute for International Management and Technology 336, Udyog Vihar, Phase-IV, Gurgaon 122 001(Haryana) Ph. (0124)-2397783, 5014165 Fax:(0124) 2397288	jsr@iimtoibu.ac.in	www.iimtoibu.ac.in
52.	Social Welfare (M)	Poonam Sharma	Central Social Welfare Board Samaj Kalyan Bhavan B - 12, Tara Crescent, Institutional Area South of IIT New Delhi - 110 016 Ph. 26960059, 26960060, 26960061 Fax: 26960057		www.cswb.org

Economics

53.	Economic and Political Weekly (W) (For 3 Years)	Krishna Raj	Economic and Political Weekly C212, Akurli Industrial Estate, Kandivali (East), Mumbai 400 101 Ph. 2887 3038/3041 Fax: 022-2887 3038	Epwrf@vsnl.com	www.epwrf.res.in
54.	Yojana (M)	Viswanath Ramesh	Publications Division (Journals Unit) Ministry of Information and Broadcasting East Block No.4, Level-7, R.K. Puram New Delhi - 110 066 Tel: 26105590	Yojana@techpilgrim.com	

Population and Demography

55.	* Asia Pacific Population Journal (Q)		Population Division Economic and social Commission for Asia & the Pacific, United Nations Building, Rajdamern, Nok Avenue, Bangkok-10200 Thailand Tel: (662) 288-1586 Fax: (662) 288-1009	Ertuna.unescap@un.org	
56.	Demography India (2/Yr.)	T.K. Roy	Hindustan Publishing Corporation (India) 4805/24, Bharat Ram Road Daryaganj New Delhi - 110 002 Tel: +91-11-3254401, 3254402 Fax: +91-11-6193511	hpcpd@hpc.cc	
57.	* International Family Planning Perspective (Q)	Patricia Donovan	The Alan Guttmacher Institute, 120 Wall Street, New York, NY 10005 Tel: 800-765-7514, 212-248-1111 Ext. 2204		www.guttmacher.org
58.	Journal of Family Welfare (Q)	Prof. (Mrs.) Vimla Nadkarni	Family Planning Association of India Bajaj Bhavan, Nariman Point Mumbai - 400 021 Tel: 2029080/2025174 Fax: 91-22-2029038	fpai@giasbm01.vsnl.net.in	

59.	* Population and Development Review (Q)	Paul Demeny	Population Council, One Dag Hammarskjold Plaza, New York , NY 10017 USA Ph. (212) 339-05144 Fax: (212) 755-6052	Pubinfo@popcouncil.org	www.popcouncil.org
60.	* Population Studies (2/Yr.)	John Simons	Population Investigation Committee London School of Economics Houghton Street London WC2A 2AE Tel: +44(0) 20-7655-7666 Fax: +44(0)20-7955-6831	Pic@lse.ac.uk	www.tandf.co.uk/journals
61.	* Studies In Family Planning (6/Yr.)	Julie Reich	Population Council, One Dag Hammarskjold Plaza, New York , NY 10017 USA Ph. (212) 339-05144 Fax: (212) 755-6052	Pubinfo@popcouncil.org	www.popcouncil.org/sfp

Library Science

62.	Annals of Library Science and Documentation (Q)	Mrs. Renu Arora	National Institute of Science Communication and Information Resources(NISCAIR) 14, Satsang Vihar Marg New Delhi-110 067 India Fax: 91-11-6862228, 91-11-6519231	mcs@simetd.ernet.in ; mcs@del3.vsnl.net.in	
63.	ILA Bulletin (Q)	Dr. Pandey S. Sharma	Indian Library Association A/40-41, Flat No. 201, Ansal Building, Dr. Mukherjee Nagar, New Delhi-110 009 Tel-Fax: 011-7651743	llanet1@nda.vsnl.net.in	
64.	Information Today and Tomorrow (Q)	Prof. B.K. Sen	Department of Scientific and Industrial Research (DSIR) Government of India Technology Bhawan, New Mehrauli Road, New Delhi-110 016 Telfax: +91-11-6516078	Alh@alpha.nic.in	www.dsir.nic.in
65.	International Information Communication and Education (BA)	Prof. P.N. Kaula	International Information, Communication and Education C - 239, Indira Nagar Lucknow - 226 016 U.P.		

Note : **M : Monthly** **BM : Bio Monthly** **Q : Quarterly** **W : Weekly** **Y : Yearly** **BA : Bi Annualy**
***: Foreign Journals**

PROFORMA: LIST OF FACULTY MEMBERS

Name of the College: J.N.Madical College, Belgaum

Year of Establishment: 1999-2000

Department: Masters in Hospital
Administration (MHA)

S N o	Name of the employee	Data of Birth	Designation	Educational Qualification	Year of passing UG,PG, Ph.D	Teaching experience for UG/PG Classes	Details promotion given	Date of Appointment	Remarks
1	Dr.Anil P. Hogade	31-05-1965	Co-Ordinator MHA	MBBS MD (Pharmacology) MBA (Finance and Marketing)	1992 1998 2000	6 years 8 Months	Co- ordinators 02-08-2000	02-08-2000	
2	Ms. Sweta Agarwal	28-06-1976	Asst.Professor	B.Sc. M.A. MHA	1997 2000 2002	Worked as Hospital Administrat or – 5 Years	-	10-07-2007	
3	Dr.Purushottam	1-1-1973	Asst.Professor	MBBS MD (Hosp Admin)	1998 2002	2 Year	Asst.Professor	1-5-2006	
4	Sheetal Chayya	18-05-1971	Dietician	B.Sc. Home Science M. Sc. Food & Nutrition PGDHA (Diploma)	1993 1996 2002	3 Year	-	25-07-2007	

5	Sona Raj	09-6-1982	Lecturer	BSc Master in Hospital & Health Information	2003 2005	1 Year	Lecturer	20-03-2006	
6	Girish k. Patil	12-10-1974	Jr.Lecturer	B.Com MHA	2004 Apr 2004 Apr	1 Year	Jr.Lecturer	6-12-2005	
7	Dr.A.S.Wantamutte	05-07-1944	Professor	MBBS MD (P&SM)	1970 1979	UG-35 Yrs PG-18 Yrs	Lec:22-07-1971 Asst.prof:20-03- 1980 Assoc.prof:01-11- 1984 Prof: 01-01-1991 Prof &Head: 01-07- 1996	22-07-1971	
8	Dr.(Mrs). Vijaya A.Naik	05-07-1947	Professor	MBBS DPH MD(P&SM)	1969 1973 1979`	UG-35Yrs PG-27 Yrs	Lec: 01-07-1971 Reader:01-07-1979 Prof: s10-04-1990	08-07-1971	
9	Dr. P.R.Walvekar	16-07-1963	Asst.Prof. cum Epidemiologist	MBBS MD (Comm.Medic ine)	1988 2002	UG-6Yrs PG-4 Yrs	Tutor:03-10-2000 Lec21-4-2003 Asst. Prof: 1-10- 2005	3-10-2000	
10	Shri. M.D.Mallapur	26-08-1948	Lecturer in Statistics	B.Sc M.Sc	1969 1971	UG-34Yrs PG-18Yrs	Lec: 28-06-1972	28-061972	
11	Dr.P.S.Jevo or	27-02-1960	Prifessor & HOD	MBBS MS Anat	UG-1980 PG-1989	UG-24yrs PG-11 yrs	Lec23-12-82 Asst.prof:1-5-91 Assoc.prof-15-6-95 Prof: 1-12-01	23-12-82	
12	Dr.V.S.Shirol	9-11-1960	Professor	MBBS MS Anat	UG-1983 PG-1989	UG-21 yrs PG-12 yrs	Lec-2-9-85 Asst.prof:1-5-91 Assoc.prof15-6-95 Prof: 1-7-94	2-9-1985	

13	Dr.s.P.Desai	12-6-1952	Professor	MBBS MS Anat	UG-1979 PG-1994	UG-20 yrs PG-5 yrs	Lec-1986 Asst.prof:1995 Assoc.prof-2000 Prof: 2005	10-2-1986	
14	Dr.R.G.Latti	22-10-1952	Professor & Head of Department	MD Physiology	UG-1983 PG-1983	UG-18yrs PG-17 yrs	Tutor-1982 Lec-1988 Asst.prof:1990 Assoc.prof-1995 Prof: 2001 In charge HOD-apr- 2005 to toll date	20-12-1982	
15	Dr.R.N.Raichur	5-4-1955	Asst. Prof.	MD Physiology	UG-2001 PG-2001	UG-5yrs PG-5 yrs	Asst.prof:13-12- 2001	13-12-2001	
16	Dr.(MRS).P.P.Patil	11-6-1972	Asst. Prof.	MD Physiology	UG-2003 PG-2003	UG-3yrs 11 Months PG- 3 yrs 11 months	Asst.Prof. 1-11- 2003	1-11-2003	
17	Dr. S. S. Agarwal	06-06-1974	Asst. Prof.	MBBS MD (Forensic Medicine & Toxicology) DNB	1997 2002 2002	7 years	-	02-07-2007	

INFRASTRUCTURE FOR M. Sc. (H. A.)

The infrastructure necessary is as follows:

- Head of Department chamber with internet connection facility provided separately. Along with this there should be attached recreation room, study room and toilet room facility.
- Separate staff room with cubicles of four each should be provided to senior staff members with toilet facility and recreation facility.
- Separate staff room with cubicles of four each should be provided to junior staff members with toilet facility and recreation facility.
- Office-room besides Head of Department chamber to carry departmental activity. The office should have following personnel namely one first division clerk, one technician and one peon. The room should be able to accommodate at least ten people.
- A standard classroom: 2 in number with the capacity of 50 students.
- Large room for doing group work: 1 in number
- Small room for discussion: 1 in number.
- Conference Hall: 1 in number
- Separate Student recreation room for girl-students and boy-students respectively
- Separate Common toilet room for girl-students and boy-students respectively
- Museum room to provide comprehensive data base of the course
- Intercom and Internet facility for all rooms where departmental activity are carried out
- Departmental Library to accommodate ten people
- One store room
- Cupboards, tables, chairs.

In each classroom there should be:

- Black board, Display board, Notice board, Projection board.
- Overhead Projector (it is already present in the department)
- Laptop (it is already present in the department)
- Desktop and Printer
- Stationary (it is already present in the department)
- Pan drive
- Pointer
- Slide Projector and T. V.