PREFACE

No professional area had influenced the functions of an organisation more than Management, be it the industry that produces goods, or commercial organisations involved in trade. The Service Sector, including Social Service Organisations, which, till recently did not recognise the importance of Professional Management, have come to realise that Professional Management is essential for sustaining them or for optimising their resources. One of the most important areas of Service Sector Management is managing large hospitals because of the serious consequence of their failure. The western system of Corporate Hospitals had come to stay in India.

Recently, in India, numerous large hospitals have come into being in the Corporate Sector to serve the public, particularly, in superspeciality treatment. Apart from the Corporate Hospitals, some of the Government Hospitals and autonomous hospitals supported by the Government also have become large organisations and are dearly feeling the absence of Professional Management. A majority of the Corporate and Public Sector Hospitals are unable to achieve their targets and some of them have become non-viable because of poor planning in respect of Men, Money, Materials and Machines, the famous four 'M's. Some of the Corporate Hospitals, which have earned fairly good name and popularity have become sick, themselves, over a period of less than a decade. The Society, which contributed for the infrastructure of these Corporate hospitals lost both in terms of money and facilities. There is a need to probe into the failure of the Corporate and Public Sector Hospitals from the Management point of view, for there is an imminent necessity to make these hospitals financially viable, because of the social objective for which they are established.

This dissertation is an earnest attempt to analyse the reasons for performance decline of the large hospitals from the Management point of view and to suggest ways and means to optimise the utilisation of Men, Money, Materials and Equipment. In the process, this dissertation attempts (i) to study the genesis & growth of the existing hospitals (ii) to analyse the systems followed and to scan the environment (iii) to investigate the planning, organising and staffing process (iv) to investigate directing and controlling process and (v) to conduct satisfaction survey of the patients with the objective of suggesting suitable measures for strengthening the management systems.

The Researcher had chosen three hospitals, all have an organisational size that call for Professional Management, tough the three hospitals fall under three different categories, (1) Osmania General Hospital, wholly managed by the Government (2) Nizam's Institute of
Medical Sciences, an Autonomous hospital supported by the Government and (3) The Deccan Hospitals, a private hospital in the Corporate Sector.

The hypotheses developed for the study is based on commonly held notions about the functioning of hospitals (i) the perceptions of the staff like the Department Chiefs, Doctors, Nursing Staff in all hospitals with respect to Management, are more or less the same; (ii) the perceptions of the outpatients and inpatients in the three types of hospitals in respect of Registration procedures, consultation, investigation and treatment facilities are more or less the same; (iii) the perception of the Researcher as well as public that hospitals run on sound management principles will excel the others and improve patient satisfaction and confidence of the general public.

The scope of the study is limited to the systematic approach to the management and does not take into consideration the professional commitment of the Doctors, the Nursing Staff, the Investigating Staff and such other factors which also have a bearing on the objectives of the study. It must be said that all that has been investigated and analysed cannot be applied as a generalisation to all Government/Corporate Hospitals, irrespective of their size for each category of hospital has its own special features. However, a majority of the conclusions can be said to apply to these hospitals, which more or less fall in the category of the three hospitals chosen as samples for investigation. In the present dissertation, the methodology of study is based on established statistical methods i.e. data collection, sample size and analysis for validity and reliability.