ACKNOWLEDGEMENT

At the very onset let me take this opportunity to acknowledge the grace of God without whom this work could not have successfully accomplished.

It is difficult to overstate my gratitude to my Ph.D. supervisor/ Guide, Principal Dr. Anil Babanrao Adsule for his inspiring and continuous support. He has not only motivated me to complete this research work, but also generated continuous process of research oriented thinking within myself. I am indeed very grateful him.

I would like to thank Prof. Dr. M.C. Dixit my teacher, my role model for his support, suggestion & helps in getting important articles for my work. I am indebted to all my teachers who taught me valuable things & I owe my knowledge to them. I also learn some ethical & moral things from them, which has enriched my life.

I thank to the Trustees, Directors, Doctors, HR Managers, Administrative officers, Matrons, Nurses & HR staff of all the hospitals of Pune city, Pimpri Chinchwad & Pune Cantonment Board & extending all co-operation for my research work.

My special thank to the HR staff of hospital organizations for sparing their precious time in filling the questionnaires and their help in data collection & in creating interest in the field of HRM through their inquisitive questions.

I would like to thanks Mr. Kharat Santosh, Asst. Librarian at PUMBA Library, Librarian & Staff of Jayakar Library University of Pune, Librarian of C.K.Goyal College, Dapodi Pune, Librarian of Sancheti hospital for their help in providing library facilities.

My sincere thanks to Dr. Roshan Kazi, Statistical expert for his wholehearted help and co-operation in the analysis of data & comments. There are many more friends & well-wishers, mention of all of them may be impossible, (it is indeed very difficult to mention all of them by names) who directly or indirectly inspired, encouraged and has stood besides me throughout, egging me on when the going got tough and willingly helped in various ways. To all these persons I extend my deep-felt gratitude.

Place: Pune
Date: Mr.Suryawanshi Subhash Masanappa (Research Student)
PREFACE

Modern Society has developed formal institutions for patient care. The hospital, a major social institution, offers considerable advantages to both patients and society. A number of health problems require intensive medical treatment and personal care which normally can not be available in a patient’s home or in the clinic of a doctor. This is possible only in a hospital where a large number of professionally & technically skilled people apply their knowledge and skill with the help of world class expertise advanced, sophisticated equipments and appliances. The excellence of hospital services depends on how well the human and material resources are utilized to promote patient care. The first and foremost function of a hospital is to give proper care to the sick and injured without having social, economic & racial discrimination. However, the hospitals must perform many more things in addition to the patient care. The education and training of doctors & nurses, support to medical research and assistance to all activities carried out by public health & voluntary agencies to prevent diseases & further to promote positive health attitude are some of the important services of modern hospitals. In the past, the hospitals were set up as charity institutions, especially for the poor and weaker sections of the society. The only function of those institutions was to care for the sick and the poor. Of late, the hospitals are set up with the motto of serving all sections of the society. In addition, some of them are also engaged in conducting and promoting medical education, training & research.

In a modern dynamic society, the administration and management of such a complex organization requires a fair blending of technical and administrative excellence. All services by the right persons, in a right way. The administration and management of hospital is an activity to secure better output by making possible an optimum utilization of resources.

If hospitals are well managed the task of having innovative skill and modern facilities would also be simplified.
In the developing countries, like ours, the cases of managerial deficiency are found in almost all the government managed & controlled hospitals.

"Beyond the horizon of time is a changed world very different- from todays. Same people see beyond that horizon and into the future. They believe that dreams can become reality. They stand firm against the winds of resistance and give us the courage to continue the quest. We call these people leaders" - Jim Kouzes & Barry Posner.

Administration means to achieve and to accomplish the objective through the efforts of other people. Administration is the process of planning, analyzing, organizing directing & controlling the coordinated efforts of human and material resources to achieve the organizational objective or goal or mission.

Administration is a process of effectively getting activities completed with and through other people to accomplish the mission. This urges the need for a Management/Leader.