



PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)

(Estd. under the Panjab University Act VII of 1947-enacted by the Govt. of India)

FACULTY OF BUSINESS MANAGEMENT AND COMMERCE

OUTLINES OF TESTS SYLLABI AND COURSES OF READING

FOR

UIAMS

**MASTER OF BUSINESS ADMINISTRATION
(HOSPITAL MANAGEMENT)**

FOR THE EXAMINATION 2012-13

SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION (MBA) FOR THE EXAMINATION OF 2012-13

Note:

- 1. Examination in each subject will be of 3 hours duration.*
- 2. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.*

Instructions to the paper setters:

F E E A E Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

F E E A E F Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

Note

Note:- The student has to continue with the functional group opted by him/her in the 3rd Semester and opt for two papers out of the papers offered.

FOURTH SEMESTER

SUBJECT CODE	PAPER TITLE	CREDITS	MARKS
MBAHM-4001	STRATEGIC MANAGEMENT	4	100
MBAHM-4002	SEMINAR ON CORPORATE GOVERNANCE	2	50
MBAHM-4003	WORKSHOP ON DEVELOPING ENTREPRENEURIAL SKILLS	2	50
MBAHM-4004	RESEARCH PROJECT*	4	100
MBAHM-4005	COMPREHENSIVE VIVA-VOCE**	4	100
SECTORAL SUBJECT – 6			
MBAHM-4006	HEALTH AND HOSPITAL INFORMATION MANAGEMENT	4	100
SECTORAL SUBJECT – 7			
MBAHM-4007	HEALTH INSURANCE	4	100
SECTORAL SUBJECT – 8			
MBAHM-4008	LEGAL ASPECTS OF HOSPITAL MANAGEMENT	4	100
FUNCTIONAL SUBJECT – 3			
MBAHM-M-4009	INTERNATIONAL BUSINESS MANAGEMENT	4	100
MBAHM-F-4010	INTERNATIONAL FINANCIAL MANAGEMENT		
MBAHM-H-4011	INDUSTRIAL RELATIONS AND LABOUR LAWS		
MBAHM-O-4012	ENTERPRISE RESOURCE PLANNING		
FUNCTIONAL SUBJECT – 4			
MBAHM-M-4013	INDUSTRIAL AND RURAL MARKETING	4	100
MBAHM-F-4014	MANAGEMENT OF FINANCIAL SERVICES		
MBAHM-H-4015	PERFORMANCE MANAGEMENT		
MBAHM-O-4016	PRODUCTIVITY MANAGEMENT		
TOTAL		36	900

**Research Project will start from 3rd Semester. However, marks for this project will be counted in the 4th Semester only.*

*** Comprehensive Viva-Voce in the 4th Semester will be based on papers taught in 3rd and 4th Semesters.*

Paper Code: MBAHM-1001

**PRINCIPLES AND PRACTICES OF
MANAGEMENT**

**Credit = 4
Marks = 100**

Objectives: The objective of the paper is to acquaint the students with the importance of management in our day to day life, help student to trace the evolution of Management thought and appreciate the various functions of management.

SECTION - A

Management: Definition, nature, purpose and scope, Functions of a manager, Ethics and social responsibility of management, Organizational Environment.

SECTION - B

Objectives: To provide students with an understanding of basic economic principles of production & exchange-essential tools in making business decisions in today's global economy. The object presents the foundation to understanding how the economy works, covering microeconomic description of business applications, including pricing for profit maximization, price elasticity, market structures and modeling of

Objectives: Decision Making is a simple function of Management. Data need to be analyzed, classified and interpreted to facilitate decision making. Statistical Analysis is a fundamental method of quantitative reasoning for managerial decision making. The objective of the course is to equip the students with techniques for data analysis

SECTION - A

Classification of data and construction of Frequency Distribution: Graphic Presentation of Data.

Introduction of Descriptive Statistics: Measures of Central Tendency, Measures of Dispersion- Range, Quartile Deviation, Mean Deviation, and Standard Deviation, Skewness & Kurtosis.

Index Numbers: Definition and Methods of Construction of Index Numbers, Tests of Consistency, Base shifting, Splicing and Deflation, Problems in Construction, Importance of Index Numbers in Managerial Decision Making.

SECTION - B

Theory of Probability: Basic concepts, Additive and Multiplicative Rule, Idea of Conditional Probability, Concept of Random Variable and its Mathematical Expectation.

Theoretical Distributions: Binomial, Poisson and Normal Distribution.

SECTION - C

Statistical Inference: Concept of Sampling Distribution, Parameter & Statistics, Standard Error.

Theory of Estimation: Point and Interval Estimation, Construction of Confidence Limits for Mean.

Testing of Hypothesis: Large Sample Tests, Small Sample Test (t-test: single sample mean and difference of means tests, F test-Variance Ratio test, Z test-single proportion, difference of proportions, single sample mean and Difference of Means), χ^2 (chi square) test: Independence of Attributes, Goodness of Fit and Test of Homogeneity.

SECTION - D

Correlation Analysis: Rank Method and Karl Pearson's Coefficient of Correlation and Properties of Correlation.

Regression Analysis: Simple Linear Regression Model, Specification of the Model, Assumptions, Least Square Estimates of Parameters and their properties, Coefficient of Determination and Interpretation of Coefficients.

Time Series Analysis: Components, Measurement of Trend by Least Squares Method, Straight Line and Quadratic Trend, Importance of Time Series Analysis in Managerial Decision Making.

Suggested Readings:

1. J.K. Sharma: Business Statistics, Pearson Publication.
2. Amir D Aczel & Sounderpandian: Complete Business Statistics, Tata McGraw Hill.
3. Levin & Kapoor: Statistics For Management, Prentice Hall India
4. U.K. Srivastava, Shenoy & Sharma: Quantitative Techniques for Management, New Age International.
5. P.N. Arora & S. Arora: Statistics for Management, Sultan Chand and Sons
6. M.P. Gupta & S.P. Gupta: Business Statistics, Sultan Chand and Sons.
7. R.S. Bhardwaj: Business Statistics, Excel Publishers.
8. S.P. Gupta: Statistical Methods, Sultan Chand and Sons.
9. Murray R. Spiegel & Larry J. Stephens: Statistics, Schaum's Outlines, Tata McGraw Hill.

Objective: The objective of studying Organizational Behaviour (OB) is to understand what are the underlying assumptions and causation of behavior of the individuals in the organization and its impact on the achievement of the organizational goals.

SECTION – A

Introduction to OB: Contributing fields to OB, OB in the context of globalization.

Learning and Behavior Management: Biographical characteristic, ability, job fit, learning theories, process of behavior modification.

Values, Attitudes and Job Satisfaction: The Nature and Dimensions of Attitudes, Components of Attitude, Sources and types, Cognitive dissonance theory, Values, Job satisfaction.

Perception: Factors Influencing Perception, Perceptual Selectivity, Attribution Theory, Errors in Perception, Rational decision making model, Linkage between Perception and Individual Decision Making.

SECTION – B

Personality: The meaning of Personality, Personality Determinants, Personality Traits, The big five model, Emotional Intelligence.

Motivation:

Paper Code: MBAHM-1007

**WORKSHOP ON INFORMATION
TECHNOLOGY AND SYSTEMS**

**Credits = 2
Marks = 50**

Objectives:

Objective: To encourage the all round development of students by focusing on soft skills and to make student aware about the importance, the role and the content of soft skills through instruction, knowledge acquisition and practice.

SECTION – A

Meaning and importance of communication in business: Process, types of communication: formal and informal and their characteristics, essentials of effective business communication, Channels of communication, their effectiveness, limitations, Barriers of communication, approaches to effective Communication.

Presentations, Book Reviews and Summaries

SECTION – B

Time Management and Goal Setting: Identification of Time Wasters, Prioritisation of Work (ABC Method), Goal Setting.

Listening Skills: Listening to Specific Information, Identifying Main Issues, Seeing Beyond the Surface.

Team Assignment: Effects of Competition on Individual and Group Behaviour, Competitive and Collaborative Team Behaviour, Team/ Group Dynamics, Team Assignment.

SECTION – C

Stress Management: Symptoms of Stress, Coping Approaches.

Report Writing: Process, Structure and Layout.

Principles of clear writing, often misused words, applications and requests, positive and negative responses to requests, routine messages, memos, organizing meetings, preparation of agenda and minutes, business etiquette, telephone etiquette, e-mail etiquette.

SECTION – D

Interpersonal Skills: Negotiations, social skills, assertive skills, cross-cultural communications.

Leadership Skills: Concepts of leadership, leadership styles, insights from great leaders.

Objectives: The objective of the subject is to provide an insight to the students about the changes that are taking place in the economic sector, the effect of these changes on business and the demand placed on managers regarding national and global business environment. Another major aim of this subject is to help the

Paper Code: MBAHM-2002

FINANCIAL MANAGEMENT

Credit = 4

Marks = 100

Objectives: The course has been designed to develop understanding of different concepts and theories underlying financial management and implications of various financial techniques.

Objectives: The main aim of the paper is to understand the nature, tasks and the environment under which marketing operates, to study the theory, principles and practical aspects of various marketing functions, and to learn to take marketing decisions.

SECTION – A

Objectives: This course offers a good understanding of basics of Information Systems. It has been designed to acquaint the students about the evolution of computer-based information systems, basic computer software, types of information systems that are needed to support the various levels of a business enterprise and how IT is helpful in Business.

SECTION – A

Introduction: Definition & Significance, Foundation of IS in Business, MIS Support for Programmed and Non-Programmed Decision Making, and Model of Decision Making.

Structure of MIS: Based on Management Activity & Organisational Function, Conceptual & Physical Structure of MIS, Systems Concept: Definition of a System, Types of Systems.

SECTION – B

Microsoft Access: Creating and opening database, Importing data, Tables, keys, Field names, Data types, Relationships, Normalization, Basic Queries Using QBE, ampersand (&) operator, Forms and Subforms, adding bound text boxes, Linking the main form and subform.

Combo Box Controls, aggregate function, hiding the text box, Parameter Queries: Dynamic queries, parameter queries, using parameters to generate prompts, Values on forms as parameters, Action Queries.

SECTION – C

Electronic Commerce Systems: Introduction, Scope of e-Commerce, Categories of e-Commerce, M-Commerce, E-Commerce Payment Systems.

Decision Support Systems: Introduction to DSS, DSS components, Using DSS in What-if-Analysis, Sensitivity Analysis, Goal-Seeking Analysis, Optimization Analysis.

SECTION – D

Introduction to SPSS: SPSS Basics, Creating and Manipulating Data in SPSS, Printing a Data Set, Generating Descriptive Statistics in SPSS, Generating Graphical Statistics in SPSS, Statistical Models in SPSS, Parametric and Non Parametric Tests, Linear Regression, Correlation, Analysis of Variance.

Suggested Readings:

1. James A O'Brien: Management Information Systems, Tata McGraw Hill.
2. Microsoft: MS Access User's Manual.
3. SPSS Inc.: SPSS Base 16.0 User's Guide.
4. K.C. Laudon and J.P. Laudon: Management Information Systems – Organization and Technology in the

Paper Code: MBAHM-2006 SEMINAR ON RESEARCH METHODOLOGY Credit = 2
Marks = 50

Objectives: The main objective of this subject is to help the students to understand the nature, scope, complexities and process of defining a business, research question. The learning focus is on developing

Objective: After completion of fundamentals of Epidemiology of Biostatistics, students will be able to apply the learnt principles to the prevention of disease and improvement of health. This will also enable the students to demonstrate competency in evaluation of screening process, statistical/epidemiology methods and epidemiologic studies.

SECTION – A

Paper Code: MBAHM-3004 MANAGEMENT OF CLINICAL AND SUPER Credit = 4
SPECIALTY SERVICES IN HOSPITALS Marks = 100

Objectives: This course is aimed at developing awareness among students regarding concept of location, layout and the infrastructure and staff requirements. They would be able to enumerate general procedures and policies and procedures followed in each of these.

SECTION – A

Hospital Management Of Clinical Services (Medical + Ancillary): Detailed Management, Layout, Design of -

Paper Code: MBAHM-3005

**MANAGEMENT OF SUPPORT SERVICES IN
HOSPITALS**

Credit = 4

Marks = 100

Objectives: The students will be able to understand the importance, need and functions of these departments. The paper aims at making the students understand the physical facilities with the staffing requirements. Various policies & procedures in these support services will be enumerated in this course.

SECTION – A

Administrative Services: Executive Suite, Professional Service Unit, Financial Management Unit, Nursing Service Administration Unit, Human Resource Management, Publi

Paper Code:

Objectives: The course has been designed to develop understanding of different concepts relating to analysis of investment and portfolio management and to provide exposure to derivatives market, its working and inputs on strategies used in derivatives market.

SECTION-A

Introduction to Investment Management: Concept and objectives of investment, Difference between Investment and Speculation, Investment and Gambling, Meaning of Investment Management, Investment Management Process, Investment Alternatives, Features of Investment Avenues, Types of Management Strategies, Approaches to Investment.

Risk and Return: Concept of Risk, Components of Investment Risk, Measurement of Risk through Standard Deviation, Regression Equation, Covariance, Concept of Return, Expected Yield, Actual Yield, Holding Period Yield, Relationship between Risk and Return

Valuation of Security: Valuation of Equity Shares: Balance Sheet Techniques, Relative Valuation Techniques, Discounted Cash Flow Techniques, Valuation of Bonds: Bonds with a Maturity Period, Perpetual Bonds, Valuation of Preference Shares.

Objective: The objective of this course is to give students a complete exposure to all aspects of International HRM. The course emphasizes importance of Human Capital in the organizations of today. It also provides a comprehensive overview of International Human Resource Management (IHRM) practices being used by IHRM practitioners in multinational enterprises.

Section A

International HRM: Concept, Defining International HRM, Differences between domestic and international HRM, Variables moderating the difference between domestic and International HRM, Developments leading to global HRM, Issues in global organizations, Management of external environment, Relevance and importance of IHRM.

Sustaining International Business Operations: Approaches to staffing- ethnocentric, polycentric, geocentric, regiocentric, reasons and types of international assignments, role of expatriates, role of non expatriates.

Recruiting and selecting staff for international assignments: issues in staff selection, reasons for expatriate failure, factors moderating performance, selection criteria.

Paper Code: MBAHM-O-3009

SUPPLY CHAIN MANAGEMENT

Credit = 4

Marks = 100

Objectives:

Objectives: The course isi =

Objective: To enable the students to understand cost management system and develop an insight into application of cost analysis from strategic perspective.

SECTION – A

Strategic Cost Management: Meaning, Nature and Significance of Strategic Cost Management, Limitations of Traditional Costing, Difference between Conventional Cost Analysis and Strategic Cost Analysis, Financial, Operational and Strategic Views of Cost, Contemporary Cost Management Tools, Activity Based Costing and **Activity Based Management:** Treatment of Cost, Steps, Advantages, Disadvantages.

SECTION – B

Value Analysis: Meaning of Value Analysis and value addition, Strategic Application of Value Chain Analysis.

Strategic Positioning Analysis: Critical Success Factors and SWOT Analysis.

Cost Volume Profit Analysis: Cost Behaviour Pattern, Cost Estimation Methods, Assumptions of CVP Analysis, Applications of CVP, Break Even Analysis, CVP Analysis in the choice of Cost Structure, Multiple Product Analysis.

SECTION – C

Variance Analysis/Resort to Standard Costs, Material

Paper Code: MBAHM-H-3012

ORGANISATIONAL DEVELOPMENT

Credit = 4

Marks = 100

Objective: The aim of this course is to provide valuable insight in managing change in such a way that knowledge and skills are transferred to build the organization's capability to achieve goals and solve problems.

Objective: The objective of this course is to create indepth understanding of various corporate strategies, their formulation, implementation and process of change in strategies. Further the course will enable students to appraise various strategies issues.

SECTION – A

Introduction: Conceptual framework of strategic management, Strategic formation process, Approaches to strategies decision making, Pitfalls, Techniques for improvement, Mission.

Objectives and Goals

Objectives: The subject would enable the students to understand the parameters of accountability, control and reporting system by the corporate board and also help the students to have an insight into the interactive relationship among various corporate and related constituents in determining directions and performance of business organisations.

SECTION – A

Corporate Governance: Introduction and Overview.

Corporate Board: Attributes, Duties, Responsibilities, Liabilities, Shaping Directorial Competence and Board Effectiveness, Financial Institutions and Nominee Directors.

SECTION – B

Corporate Governance and Security: Corporate Disclosure and Investor Protection, Corporate Restructuring and Revival of Sick Units, Corporate Reputation, Corporate Legitimacy and Corporate Crime.

SECTION – C

Culture: An introduction, organization culture - Building 262(c)-12078 (45) 4613 (983) DE-3014 (C) 2005 29 58

Paper Code: MBAHM-4003

**WORKSHOP ON DEVELOPING
ENTREPRENEURIAL SKILLS**

Objectives: To familiarize the students with the various issues related to hospital and health management information system to meet the needs of the changing global scenario in the health service sector.

SECTION – A

The Information Explosion: Importance of information, Impact on society, Impact on teaching and learning, Impact on Government, Impact on Healthcare, The future of healthcare technology, The future healthcare record, The world of Informatics.

Hospital Information system: Role of database in HIS; Need of Networking in HIS; Overview of Networking; topologies and its configuration; Structuring medical records to carry out functions like admissions, discharges, treatment history etc; Computerization in pharmacy & billing; Automated clinical laboratory systems & radiology information system.

SECTION – B

The right information: The process of decision making, Literature databases, Searching the literature, Example of unit-based literature, Standards of information seeking, Future consideration.

Electronic Health Record: Functions of the health record, Changing functions of the patients record, Advantages of the paper record, Disadvantages of the paper record, Optically scanned records, The electronic health record, Automating the paper record, Advantages of the EHR, Disadvantages of the EHR, Bedside or point-of-care systems, Human factors and the EHR, Roadblocks and challenges to EHR implementation, The future of EHR.

SECTION – C

Securing the Information: Privacy and confidentiality and Law, ownership of data, Security - Computer crime, Role of healthcare professionals.

Information Systems Cycle: The Information Systems cycle, Analysis, Design phase, Development, Implementation, reasons of project failure.

Electronic Communications: History, Hardware and software for connecting, Methods of accessing information, World Wide Web (WWW), Communication Technologies.

SECTION – D

Telehealth: Terms related to Telehealth, Historical perspective on Telehealth, Types of Technology, Clinical initiatives, Administrative initiatives, Advantages and Barriers of telehealth, Future trends.

The future of Informatics: Globalization of Information Technology, Electronic communication, Knowledge management, Genomics, Advances in public health, Speech recognition, Wireless computing, Security in Telehealth, Informatics Education, Barriers to Information Technology implementation.

Suggested Readings:

1. James O'Brien: Management Information system, Tata McGraw Hill
2. Peter Norlogi,

Objective: To familiarize with concept of health insurance, its scope and applicability.

SECTION – A

Health Insurance for Individual & Group: Standard/Individual, Floater, Critical illness, Cancer Insurance, Group Health insurance, Cradle care insurance, Road safety Insurance.

Coverage's, Exclusions, limitations, terms & conditions, Role of Third Party Administrator for settlement of claim.

SECTION – B

Special problems in Health Insurance: Adverse selection, moral hazard, co-variate risks, information gap problems;

Mediclaim Scheme: Premium, Penetration, Problem in Coverage.

SECTION – C

Insurances for Hospital/ Medical establishments: Health Insurance: Uni-Heart care insurance, Trauma care group insurance, Coverages, Exclusions, limitations, terms & conditions.

Liability Insurance: Meaning of Liability, special features of liability insurance, Professional Indemnity insurance for Doctors, Medical establishments and Liability insurance for hospitals, Coverages, Exclusions, limitations, terms & conditions

SECTION – D

Contemporary issues in Health Insurance:

Objectives: The Management of employees, both individually and collectively, remains a central feature of organizational life. This course is an attempt to understand the conceptual and legal aspects of employee relations at the macro and micro levels.

SECTION – A

Overview of Industrial Relations: Concept of IR, Nature of IR, Objectives of IR, Evolution of IR in India, Theories of IR, Systems approach to IR.

Trade Unionism: Concept of Trade Unions , Functions of Trade Unions , Approaches , Structures of Trade Unions.

The Trade Unions Act, 1926: Trade Union, Registration of Trade Unions, Rights and Liabilities of registered trade unions.

SECTION – B

Grievance Handling: Grievance, Causes/Sources of Grievances, Grievance Redressal Machinery, Legislative Aspects of the Grievance Redressal Procedure in India, Domestic enquiry.

The Industrial Disputes Act, 1947: Industry, Workman, Industrial Dispute - methods and authorities for the settlement of industrial disputes, Strikes and Lockouts, Lay off and Retrenchment.

Collective Bargaining: Concept, Meaning, Objectives of collective bargaining, Negotiating techniques and skills, Process of collective bargaining, Impact of Collective Bargaining.

SECTION – C

The Workmen's Compensation Act, 1923: Workman, Employer's liability to pay compensation, Disablement, Amount of compensation.

Tripartite and bipartite bodies: Workers Participation in Management.

Factories Act, 1948: Factory, Worker, Manufacturing process, Provisions of health, Safety and Welfare, Working hours of adults, Special provisions relating to children, Annual leave with wages.

SECTION – D

Industrial Relations and emerging scenario: Industrial Relations and technological change, International Labour Organisation (ILO): Objectives and Structure, Future of Industrial Relations

Standing Orders Act, 1948: Standing orders, Certification of draft standing orders, Duration and Modification of certified orders.

Employee's State Insurance Act, 1948: Contribution, Principle employer, Immediate employer, Different benefits.

Suggested Readings:

1. Meenu Paul: Labour & Industrial Law, Allahabad Law Agency.
2. S.N. Mishra: Labour & Industrial Law, Central Law Publications.

Objectives: The subject aims at providing a comprehensive overview of applications of Enterprise Resource Planning for business managers. It would also acquaint the students with the knowledge of computerized production, material distribution system of a manufacturing organization and analyse the future prospects regarding ERP markets.

SECTION – A

Introduction: Overview to ERP, Typical Business Process Workflow, Fundamentals, Functionalities, Benefits, Modern Business Concepts, E-Commerce, Advance Planning and Scheduling, Business Analytics, Service oriented architecture.

SECTION – B

Issues, Concerns and Purchasing: Disadvantages of ERP Solutions, Users, Developers, Cust

Objectives: The objectives of the course are to acquaint the students with the entire range of concept fundamentals and practicalities of Industrial Marketing and rural marketing. The course aims at imparting the knowledge about industrial marketing and also to orient students to the realities of rural marketing in India, its strengths, weaknesses, opportunities and threats in the changing global context. It would enable the learners to understand as to how the marketing strategies are different in industrial markets as compared to consumer markets.

SECTION – A

Objectives: This course integrates concepts and current day practices to provide insight into Performance Management systems and models and to understand and appreciate the intricacies of Reward Management in organizations.

SECTION – A

Performance Management: Definition, Disadvantages of poorly implemented Performance Management (PM) Systems, aims and role of PM Systems, Characteristics of ideal PM Systems.

Process of Performance Management: Prerequisites, Performance Planning, Performance Execution,

Paper Code: MBAHM-O-4016

PRODUCTIVITY MANAGEMENT

Credit = 4

Marks = 100

Objectives: This course aims at providing the understanding of concepts, techniques and attitude required for effective management of productivity in modern organizations.