**(DHAM01)**

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## M.B.A. (2 Years)DEGREE EXAMINATION, DEC- 2016

## (FirstYear)

## HOSPITAL ADMINISTRATION

## Management Process & Organizational Behaviour

**Time : 3 Hours**                                            **Maximum Marks : 70**

<u>**SECTION– A**</u>                                          **(3x5 = 15)**

<u>*Answer anythree*</u>

*Q1)* a)    Scope of management.

b)    Resistance to change.

c)    Net working.

d)    Contingency theory.

e)    TQM principles.

f)    Organisational climate.

<u>**SECTION–B**</u>                                          **(3 x 15 = 45)**

<u>*Answer any three*</u>

*Q2)* Explain Mc.Gregor's theory of X and Y.

*Q3)* Explain the leadership activities in a hospital.

*Q4)* Explain about individual behaviour and their relevance to organizational behaviour in hospital.

*Q5)* Explain organizational climate and its implications on organizational behaviour.

*Q6)* Describe group norms and group cohesiveness and their relevance in organizational behaviour.

*Q7)* Explain the cyclic or situational approach.

### SECTION–C (10)

*Q8)* Case Study:

Modern Engineering, a Public Limited Company, with its registered office at Bombay and plants at Bombay, Nasik and Bangalore, was established in 1946. The Company manufactures engineering products, with wide range of applications and the customers are public utilities, private clients, project authorities etc. Due to recession, the company was stagnant for couple of years, but, of late, it is showing signs of progress.

The workers were divided between two different unions – one of them with a positive outlook towards the management and the second with a conservative and somewhat hostile approach, which resulted in inter union rivalry, violence, work stoppage and to some extent, risk to their lives. The workers also resorted to go-slow, stoppage of work on minor issues etc., rather frequently. It was observed that the employee turnover was high.

Due to recessionary trend, Management decided to reduce the work force and control the operations. The Union and the officers were kept informed. When the final date of lay off and retrenchment was announced, the workers resorted to strike, violence, etc. The management had to protect themselves by calling in the security staff. This affected the company's performance and the news spread like wild fire in the market. The immediate impact of this was cancellation of the major orders by the clients, which further worsened the situation.

The General Manager (Works) and the Personnel Manager submitted their resignations due to frustration and not falling in line with Management thinking. They felt that the Management was taking a conservative approach and was not bothered about the consequences.

The Marketing staff was demoralized and many of the junior and senior officers had resigned.

The Management was not able to come out of this vicious circle and was really at a loss to understand the behaviour of the staff.

Question:

The Management would now like you to study the above situation and give your recommendations to overcome the present crisis.

# M.B.A. (2 Years) DEGREE EXAMINATION, DEC - 2016

## (First Year)

## HOSPITAL ADMINISTRATION

## Marketing Management & MarketingofServices

**Time : 3 Hours**                                    **Maximum Marks : 70**

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### SECTION– A                                    (3 x 5 = 15)

### _Answer any three_

*Q1)* a)    Price bundling.

   b)    Market segmentation.

   c)    Odd pricing.

   d)    Branding.

   e)    Promotion.

   f)    NABH.

### SECTION–B                                    (3 x 15 = 45)

### _Answer any three_

*Q2)* Explain marketing mix and 4Ps in marketing.

*Q3)* Explain price-cost-value and describe the factors to be considered for pricing of services.

*Q4)* Explain the role of TPAs in Health Care Sector.

*Q5)* Explain some salient features of Managed Health Care.

*Q6)* Briefly describe CRM strategy and its barriers.

*Q7)* Describe certain promotional methods in Health care sector.

<div align="center">**SECTION–C** (10)</div>

*Q8)* Case Study:

**L'Oreal**

The L'Oreal Group is a global beauty empire with well-known cosmetics brands such as Lancome, L'Oreal and Biotherm. It has a narrow focus on just four categories (hair, skin, make-up and perfume products) and an uncompromising attention to detail on brand management in different cultures.

L'Oreal acquires much of its information on new cosmetic technologies and customers by investing about three percent of revenues on consumer research, compared to the two percent industry average. In more substantial cases, the company simply buys a local company to really get to know the local cosmetics consumer. This was the case with the Japanese ShuUemura cosmetics firm. Customer knowledge flows back towards marketing through the different, relevant distribution channels within which L'Oreal is positioned. By taking the L'Oreal Professional hairdressers as an example, imagine the knowledge these hairdressers around the world gain about their customers every day. It is difficult to be more "In touch" with the market than they are. In addition, L'Oreal is skilled in sharing local successes in specific countries with its global market.

On the other side, it is no secret that the careers of most L'Orealiens start on the road as sales reps selling the products to drugstores or perfumeries. These experiences and skills are extremely valuable to each employee as they take on new roles within the company.

The results of such an approach have shown double-digit profit growth over the last 19 years. L'Oreal has also been able to use these approaches to take dull, inactive brands to new heights, such as Maybelline and Soft Sheen.

Questions:

a)     Why L'Oreal is giving much importance to consumer research?
b)     Explain the strategy behind the success of the L'Oreal?
c)     Discuss the above case with regard to CRM.

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## M.B.A. (2 Years) DEGREE EXAMINATION, DEC - 2016

### (First Year)

### HOSPITAL ADMINISTRATION

### Introduction to Computers and MIS

**Time : 3 Hours**                                    **Maximum Marks : 70**

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### SECTION– A                                    (3 x 5 = 15)

#### *Answer any THREE of the following*

*Q1)* a)   Types of RAM.

b)   Replacing text.

c)   Kinds of view in PowerPoint.

d)   Selecting and moving a range.

e)   Structured and unstructured decisions.

f)   Analog and digital signals and transmission.

### SECTION–B                                    (3 x 15 = 45)

#### *Answer any THREE questions*

*Q2)* Explain the block diagram of a computer. Explain internal and external commands of DOS four each. Describe file management using windows explorer.

*Q3)* What is a template? Explain the steps to create a new template from scratch. Explain the use of Autocontent Wizard.

*Q4)* Explain the ways of formatting cells. Explain in detail the Chart Wizard. Explain the steps to select a simple select query.

*Q5)* Explain the decision making process. Explain the stage growth hypothesis.

*Q6)* Distinguish between multiprogramming and multiprocessing. Describe various steps involved in successful implementation of projects.

*Q7)* Describe data communication hardware and software. Explain various SQL expressions for database retrievals and updates with suitable examples.

**SECTION–C** (10)

**(Compulsory)**

*Q8)* Explain the steps to create a spreadsheet with the following data:

Rainfall (in cm.) for first 6 months

| Months | City | | | |
|--------|--------|---------|--------|---------|
| | Aligarh | Lucknow | Kanpur | Mathura |
| Jan. | 40 | 50 | 10 | 20 |
| Feb. | 10 | 30 | 30 | 15 |
| March | 10 | 40 | 60 | 10 |
| April | 35 | 75 | 10 | 15 |
| May | 40 | 30 | 50 | 40 |
| June | 20 | 25 | 30 | 50 |
| Total | | | | |
| Average | | | | |

Explain the steps to

a)  Calculate total and average for each city.
b)  Determine the city with the highest average rainfall.
c)  Find the lowest average rainfall among the cities and
d)  Save the file with the above values.

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**(DHAM04)**

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# M.B.A. (2 Years) DEGREE EXAMINATION, DEC - 2016

## (First Year)

## HOSPITAL ADMINISTRATION

### Health Care and Operations Management

Time : 3 Hours                                               Maximum Marks : 70

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### SECTION– A                                               (3 x 5 = 15)

#### *Answer any three*

*Q1)*  a)   Drug Policy.

    b)   Health care regulation.

    c)   Types of layouts.

    d)   Medical Education Policy.

    e)   Capacity Utilization.

    f)   Predictive maintenance.

### SECTION–B                                               (3 x 15 = 45)

#### *Answer any three*

*Q2)*  Describe the evolution and institutional settings of Health Care systems.

*Q3)*  Describe the application of computer and advanced operations technology in hospital management.

*Q4)*  What do you mean by value engineering, value analysis, quality control and waste disposal?

*Q5)*  How operations strategy can be termed as a competitive tool in hospital management? Explain some of its elements.

*Q6)* Describe some of the productivity measurements in hospital operations management.


*Q7)* What is the importance and factors relating to facility location and layout?


### SECTION–C (10)
### (Compulsory)


*Q8)* Case study.

In India, there are about 16,000 hospitals with approximately 1 million beds. Most of these beds account for the government hospitals. The average size of most of the private hospitals is 22 beds. The provision of healthcare in India varies from one state to another, with private healthcare accounting for more than 50 percent of all inpatients and more than 80 percent of all outpatients. Healthcare funding in primarily sourced from private out-of-pocket funds and accounts for more than 75 percent of the total healthcare spending.

According to an industry report by McKinsey, outpatient care constitutes nearly two-thirds of the total healthcare spending is by patients. And the domiciliary healthcare market, even in large cities, is extremely fragmented and unorganized. At the same time, urban Indians are subject to an increasing number of lifestyle diseases, and India is often cited as the world's capital for diabetes and cardiac ailments. Less than 5 percent of the population in India is covered by health insurance, resulting in almost 65 percent of healthcare spending being out of pocket. One Doctor is available for 20,000 patients.

Questions:

a) In the light of above facts, would you suggest that the healthcare practice in India is ethical.

b) Do you think the government should encourage the growth of private hospitals in India?

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# M.B.A. (2 Years) DEGREE EXAMINATION, DEC - 2016

## (First Year)

## HOSPITAL ADMINISTRATION

## Hospital Planning and Engineering

Time : 3 Hours               Maximum Marks : 70

### SECTION– A         (3 x 5 = 15)

### *Answer any three*

*Q1)*   a)    Infection control.

      b)    Opthalmology.

      c)    Emergency services.

      d)    Cardio thoracic.

      e)    Working drawings.

      f)    Psychiatry.

### SECTION–B         (3 x 15 = 45)

### *Answer any three*

*Q2)* What are the elements and pre-requisites for better patient care?

*Q3)* Describe the standards assigned for hospital accredition.

*Q4)* What is the role of hospital consultant in functional planning of hospital construction?

*Q5)* Briefly explain any three supportive services provided in hospitals.

*Q6)* List out and examine the hospital code of ethics for functional hospital organization.

*Q7)* Explain the elements of planning stage in hospital construction.

**(Compulsory)**

*Q8)*  Case study.

As an architect, draw a design for a super speciality hospital for megacity in India with the following specialization.

c)    Front and back offices;
d)    Oncology;
e)    General medicine;
f)    Neurology;
g)    Ophthalmology; and
h)    Dental services.

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# M.B.A. (2 Years) DEGREE EXAMINATION, DEC - 2016

## (First Year)

## HOSPITAL ADMINISTRATION

### Hospital Economics and Financial Management

**Time : 3 Hours**                                    **Maximum Marks : 70**

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### SECTION– A                                    (3 x 5 = 15)

*Answer any three*

*Q1)*  a)    Traditional hypothesis.

b)    Elasticity of demand.

c)    Receivables management.

d)    Discounted cash flow.

e)    Inter dependency income.

f)    Law of demand.

### SECTION–B                                    (3 x 15 = 45)

*Answer any three*

*Q2)*  What are the various forms of market? Explain price determination under any two types of markets.

*Q3)*  What are the determinants of demand and supply of health services?

*Q4)*  What is an investment decision? Explain any three techniques used in investment decision.

*Q5)*  What do you mean by dividend decision? What are the dividend practices adopted by business cooperations?

*Q6)* Enumerate the differences between traditional hypothesis and MM hypothesis.


*Q7)* How is price determined under Oligopoly?


### SECTION–C                  (10)
### (Compulsory)


*Q8)* Problem.

From the following information, estimate an amount of working capital requirements:

i)     Average amount locked up in inventories:

        Raw material                          Rs. 5,000

        Finished goods                 Rs. 10,000

j)     Credit sales per annum          Rs. 60,000

        (Debtors are allowed 2 months credit)

c)     Manufacturing expenses per annum    Rs. 24,000

        Wage per annum                Rs. 36,000

        (Lag in payment of manufacturing expenses and wages is one month)

d)     Raw material consumed per annum    Rs. 24,000

        (Creditors allow 3 month's credit)

        You may add 10% to allow for contingencies.


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# M.B.A. (2 Years) DEGREE EXAMINATION, DEC - 2016

## (First Year)

## HOSPITAL ADMINISTRATION

## Medical Terminology & Records

**Time : 3 Hours**                                    **Maximum Marks : 70**

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### SECTION– A                                    *(3 × 5 = 15)*

#### *Answer any THREE of the following*

*Q1)*  a)     Homeopathy.

     b)     Primary health care.

     c)     Naturopathy.

     d)     Pharmacopia.

     e)     Coronary care.

     f)     Yoga.

### SECTION–B                                    *(3 × 15 = 45)*

#### *Answer any THREE of the following*

*Q2)*  Describe the common terms used in health care management.

*Q3)*  How are infection control records maintained?

*Q4)*  Enumerate the gynecology services available in hospitals.

*Q5)*  How is the maintenance of operation theatre records done?

*Q6)*   What do you mean by medico-legal records? How are they maintained?

*Q7)*  Describe the terms related to levels of health care sector.

*Q8)* Case Study:

Pathology unit demands special considerations in a general hospital. Its location is vital and significant. The nature of disease, causes, symptoms and affects on the organism are important. Hence, draw a road-map for locating a pathology unit in a modern corporate hospital.

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# (DHAM08)

## M.B.A. (2 Years) DEGREE EXAMINATION, DEC - 2016

### (First Year)

## HOSPITAL ADMINISTRATION

### Managing Hospitals - I

**Time : 3 Hours**                                   **Maximum Marks : 70**

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### SECTION– A                                   (3 x 5 = 15)

#### *Answer any three*

*Q1)*  a)   Pharmacy.

   b)   Drugs management.

   c)   Dietary services.

   d)   Linen processing.

   e)   House keeping.

   f)   Pharmacist.

### SECTION–B                                   (3 x 15 = 45)

#### *Answer any three*

*Q2)*  What are the areas of importance of house keeping department?

*Q3)*  What are the functions associated with linen and laundry?

*Q4)*  What is the role of pharmacy analyzer?

*Q5)*  What is the importance of security services in hospitals?

*Q6)*  What are pharmacy services? Describe its importance and functions.

*Q7)* Examine balanced diet and various types of food provided under dietary services.

## SECTION–C (10)
### (Compulsory)

*Q8)* Case Study:

Dr. Krishna is the Owner and Director of Multispeciality Hospital named as "Excellent Hospital" in a Metropolitan area. Dr. Krishna is very cautions about House Keeping Department since it is backbone of the Hospital.

Nevertheless, Dr. Krishna equipped the House Keeping Department with all sophisticated and latest instruments along with well qualified staff headed by a qualified person. Even though many steps are being taken for the smooth and efficient functioning of House Keeping Department, there are some complaints from the patients and visitors about the House Keeping Department. Dr. Krishna is unhappy about the complaints and requested your advises about the following:

a) Assume the complaints made by the patients and visitors about House Keeping Department.
b) Advise Dr. Krishna and heal of the House Keeping Department for the efficient and smooth functioning of House Keeping Department by giving valuable suggestions.

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