

**(DHAM01)**

Total No. of Questions : 8]

[Total No. of Pages : 02

**M.B.A. (2 Years) DEGREE EXAMINATION, DEC. - 2018**

**First Year**

**HOSPITAL ADMINISTRATION**

**Management Process & Organizational Behaviour**

**Time : 3 Hours**

**Maximum Marks : 70**

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**Section - A**

**(3 x 5 = 15)**

**Answer any three questions**

- Q1)** a) TQM  
b) Systems approach  
c) Directing  
d) Leadership skills  
e) Perception  
f) Organisational climate

**Section - B**

**(3 x 15 = 45)**

**Answer any three questions**

- Q2)** Discuss McGregor's theory of X and Y.
- Q3)** Explain and compare need hierarchy theory with two factor theory.
- Q4)** Explain various types of leadership styles.
- Q5)** Discuss the relevance of attitude to organizational behavior in hospital management.
- Q6)** Discuss need and nature of organizational change.

**Q7)** How do you manage resistance to change? Explain.

**Section - C**

**(10)**

***(Compulsory)***

**Q8)** Case study :

Abhijeet publishing company : Mr. Abhijeet was the founder of a publishing company specializing in management books within a short span of time, the company proposed and grew very fast. Its sales rose from Rs. 50,000 the first year to Rs. 10 lakhs three years lakhs. The editing production and sales staff grew almost as fast. But the company was having problems and of late uncertainty and confusion grew in the company. New people were making decision to the best of their ability but many of them did not fit together. One of Mr. Abhijeet's key associates suggested that the company ought to have better planning and certainly needed clear policies to guide decision making, by Mr. Abhijeet was unimpressed. His response was that if he took time off to plan and develop policies to days he might not have a company tomorrow, and that he had no choice but to spend his time meeting to days problems as they came up.

- a) If you were one of the never managers in the company and had takes a course in the basics of management, what would you say to Mr. Abhijeet?
- b) Outline exactly how would you show him that planning and policy making are important to the company if it has to grow effectively.



**(DHAM02)**

Total No. of Questions : 8]

[Total No. of Pages : 02

**M.B.A. (2 Years) DEGREE EXAMINATION, DEC. - 2018**

**First Year**

**HOSPITAL ADMINISTRATION**

**Marketing Management & Marketing of Services**

**Time : 3 Hours**

**Maximum Marks : 70**

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**Section - A**

**(3 x 5 = 15)**

**Answer any three questions**

- Q1)** a) 4Ps in marketing  
b) Service quality  
c) Word of mouth communication  
d) Demand based pricing.  
e) Quality assurance in health care.  
f) Branding

**Section - B**

**(3 x 15 = 45)**

**Answer any three questions**

- Q2)** Explain distinctive nature of services marketing.
- Q3)** What do you mean by customer relationship management? Explain factors affecting customer relations.
- Q4)** Explain various types of pricing strategies.
- Q5)** Explain business opportunities in medical tourism with special reference to Andhra Pradesh.

**Q6)** How do you develop a positioning strategy to hospitals? Explain.

**Q7)** Explain about customer loyalty ladder.

### **Section - C**

**(10)**

***(Compulsory)***

**Q8)** Case Study :

Till the year 2000, Life Insurance Corporation (LIC) held a monopoly in the life insurance market by virtue of being India's only life insurance company in India. With the opening of the insurance sector to private players, LIC's hold on the market was threatened. Institutional equity (Kotak Mahindra Capital Company) and mutual funds (Kotak Mahindra Asset Management Company), has been converted (it obtained the banking license in February 2003) into Kotak Mahindra Bank (KMB). It launched its first branch at Nariman Point in Mumbai in March 2003. KMB has tried to differentiate its services in all aspects, starting from the design of the bank logo to the design of its products and services.

Questions for Discussion :

- a) The changing perception about a company among customers is a challenging task for any service provider. To what extent has LIC succeeded on that front?
- b) What kind of branding strategy should LIC adopt, given its increasing product mix and the aggressive brand building measures of private insurers?



**(DHAM03)**

Total No. of Questions : 8]

[Total No. of Pages : 03

**M.B.A. (2 Years) DEGREE EXAMINATION, DEC. - 2018**

**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 questions**

- Q1)** a) Spreadsheet software  
b) Windows 98  
c) Opening a presentation in MS – power point.  
d) LAN  
e) Query language  
f) Tool bar

**Section - B**

**(3 x 15 = 45)**

**Answer any three questions**

- Q2)** Explain historical development of computers.
- Q3)** Explain steps involved in mail merge.
- Q4)** Discuss various types of charts used in Ms – Excel.
- Q5)** Explain about system development life cycle.
- Q6)** Discuss recent trends in information technology.

Q7) What do you mean by DBMS? Explain its implementation and future trends.

### **Section - C**

(10)

*(Compulsory)*

Q8) Case Study :

The Premier Automotive Services Limited (PAS) provides services to various companies in Pune for maintaining the transport fleet run by the companies, for their use. Besides this, it runs petrol pumps and spare parts shops too. The vehicles maintained by the Premier Automotive Services are buses, trucks and jeeps. The total strength of the Premier Automotive Services is, around 300 vehicles. The services charged are of two types - fixed monthly for the routine maintenance and variable maintenance for other services like breakdown repairs, replacements, petrol or diesel consumed, etc. The companies seeking services from the PAS are satisfied if the vehicles are kept in good condition and down time is 2 per cent of 25 days in a month.

The Premier Automotive Services finds difficulty in maintaining this service level even though a large staff and sufficient inventory of spares are available. The profitability of the company is going down due to the low quality of service rendered to the customers. The revenue earning departments of the Premier Automotive Services are the petrol pumps, the spare parts shop, the garages and the paint shops.

The Premier Automotive Services is supposed to keep the schedule of the various services, which are required for a vehicle to be in good condition. This calls upon the replacements of the critical spares, testing of the various systems, and regular servicing, etc. It is observed that the vehicles are not called regularly and are not scheduled for such services properly. It is the customer who complains or initiates a job and then the same is carried out.

The buses are used by the companies for moving their employees. The buses are, therefore, to be kept in a good shape so that no complaints are received. The trucks are used for a long distance delivery of finished goods. The jeeps are used for the local transport requirements. Since, all the vehicles are used for the critical transport needs their availability becomes very important. The turn around cycle time of the vehicles, once received in the Premier Automotive Services, is very important.

Each vehicle needs to be treated as one servicing unit for its maintenance and planning. The planning caters for the general up-keep, the periodical replacements, based on some parameters, either the period or the kilometers run, and the expected- breakdown. In each of the vehicles the items like tyres, batteries, upholstery, dynamo and fan belt, etc. are required to be replaced on such a predetermined parameters.

In order to service a vehicle, the PAS maintains a card for each of the vehicle, where the basic information is maintained. This information is like the model, the type, the owner and his residential or official address and so on. In addition to this, there is a general list of the tasks such as the base servicing, cleaning, topping, etc. which are

given for each of the vehicles within the stipulated period. It also maintains the history of the services carried out on the vehicle for future planning. The owner of the vehicle requires yearly report on the tasks carried out, the expenses incurred and the forecast of the planned expenses based on the services required in the following year. The general procedure followed by the Premier Automotive Services, for offering various services, is as follows;

Each vehicle is scheduled for a show-up every month for planning of the service tasks. When the vehicle arrives in the Premier Automotive Services, the Service Manager takes the card of the vehicle, checks the kilometers run and decides the replacements of the various spare parts, the activities like tuning, overhauling, painting and the basic servicing. The time for the service is estimated and the driver is given a service order card, with the date for leaving the vehicle in the garage. The service order card also schedules the activities in the garage in its order, so that each Service Centre knows where the vehicle is to go next for its servicing.

At each of the Service Centres, a delivery note is written with the Service Order number mentioning the tasks carried out in terms of the skilled hours and replacements made. If the recommended replacements are not made for the non-availability of Spares it is recorded for making up in the next scheduled turn. If the replacement is critical, the vehicle is kept under a hold till the item is made available. Based on the delivery notes collected from each Service Centre, a consolidated bill is made for the vehicle which is handed over to the driver for payment.

If the time spent by each of the vehicles is analysed, it is observed that 30 per cent of the time is spent waiting. Besides, each vehicle is required to visit the Service Centre twice for completing the task-once for getting the service order and again for the actual maintenance work. The Management of the Premier Automotive Services wants a system which will provided all the information so that the arrival of the vehicles can be planned to ensure the availability of all the garage facilities, space parts and other services. The PAS would like to maintain a vehicle log-book on the computer which will provide such information instantaneously for planning and control of vehicle servicing.

Questions:

- a) State the objectives of the system;
- b) What kind of information is necessary to improve the service level to the customers?; and
- c) Suggest a network system for data and information processing for PAS for improving the service quality and reduced turn around time.



**(DHAM04)**

Total No. of Questions : 8]

[Total No. of Pages : 02

**M.B.A. (2 Years) DEGREE EXAMINATION, DEC. – 2018**

**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 questions**

- Q1)** a) Drug policy  
b) Productive system in hospitals.  
c) Time and motion study  
d) Value engineering  
e) Objectives of maintenance management  
f) Bio – medical technology

**Section - B**

**(3 x 15 = 45)**

**Answer any three questions**

- Q2)** Explain about medical education policy in India.
- Q3)** Discuss the application of computer and advanced operations technology in hospitals.
- Q4)** What do you mean by layout? Explain various types of layouts in detail.
- Q5)** Explain techniques of work measurement in detail.
- Q6)** Discuss about waste disposals in hospitals.



**Q7)** Explain various types of maintenance systems.

### **Section - C**

***(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 is 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?



**(DHAM05)**

Total No. of Questions : 8]

[Total No. of Pages : 02

**M.B.A. (2 Years) DEGREE EXAMINATION, DEC. – 2018**

**First Year**

**HOSPITAL ADMINISTRATION**

**Hospital Planning and Engineering**

**Time : 3 Hours**

**Maximum Marks : 70**

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**Section - A**

**(3 x 5 = 15)**

**Answer any three questions**

- Q1)** a) Non - acceptable hospitals  
b) Bed distribution  
c) Oncology  
d) Maternity services  
e) Radiological services  
f) Hospital assets

**Section - B**

**(3 x 15 = 45)**

**Answer any three questions**

- Q2)** Explain about determining the logical canteen for hospital location.
- Q3)** Discuss the role of hospital consultant.
- Q4)** Explain various design considerations for hospital construction.
- Q5)** Discuss accreditation standards for extended care facilities.
- Q6)** Give an overview on the functions of neurology and ophthalmology.

Q7) Explain various measures to be taken for injection control.

**Section - C**

(10)

*(Compulsory)*

Q8) Case Study :

Many changes have been taken place in the establishment of hospitals in AP for the last 25 years. To begin with, no body thought of having testing labs annex to hospitals in the order days and now it has become obvious to have testing labs along with the hospitals. Likewise many changes have been taken place over the period. For example, multi specialty hospitals which are serving at a single place with all facilities. Another new phenomenon is, provision for 'fire safety' which has become more prominent in the recent past.

Taking into consideration above developments with regard to hospital planning and establishment, if you are appointed as an architect for planning the establishment of hospital in the city area, design a plan for the establishment by highlighting the factors which you consider to be the most important.



**(DHAM06)**

Total No. of Questions : 8]

[Total No. of Pages : 02

**M.B.A. (2 Years) DEGREE EXAMINATION, DECEMBER - 2018**

**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 questions**

- Q1)** a) Circular flow and interdependency income.  
b) Characteristics of health market.  
c) Ratio analysis  
d) IRR  
e) Form of dividend  
f) Motives of holding cash

**Section - B**

**(3 x 15 = 45)**

**Answer any three questions**

- Q2)** Explain law of demand. What are the exception to it.
- Q3)** Explain price determination under Oligopoly market.
- Q4)** Discuss Net operating Income approach.
- Q5)** Compare NPV and IRR. Which is superior? Why?
- Q6)** Explain Modigliani and Miller approach to dividend policy.

**Q7)** Discuss various sources of financing working capital needs of an organization.

### **Section - C**

***(Compulsory)***

**Q8)** Prepare cash budget for the 3 months ending 30-6-2016 from the following information.

Month	Sales	Materials	Wages	Overheads
Feb	14,000	9,600	3,000	1,700
March	15,000	9,000	3,000	1,900
April	16,000	9,200	3,600	2,000
May	17,000	10,000	3,200	2,200
June	18,000	10,400	6,000	2,300

- a) Credit terms are : Sales/ debtors – 10 per cent, sales are on cash, 50% of credit, sales are collected next month and the balance in the following month.
- b) Creditors – 2 months, wages –  $\frac{1}{4}$  month and overheads –  $\frac{1}{2}$  month.
- c) Cash and bank balance as on 1<sup>st</sup> April 2016 is expected to be Rs. 6,000.
- d) Machinery will be installed in Feb. 2016 at a cost of Rs. 96,000. The monthly instalment of Rs. 2,000 is payable from April onwards.
- e) Dividend at 5% on preference share capital of Rs. 20,000 will be payable on May, the same is paid in 1<sup>st</sup> June.
- f) Advance to be received for sales of vehicles Rs. 9,000 in June.
- g) Dividend from investments amounting to Rs. 1,000 is expected to be received in June.
- h) Income tax (advance) to be paid in June is Rs. 2,000.



**(DHAM07)**

Total No. of Questions : 8]

[Total No. of Pages : 02

**M.B.A. (2 Years) DEGREE EXAMINATION, DEC. - 2018**

**First Year**

**HOSPITAL ADMINISTRATION**

**Medical Terminology & Records**

**Time : 3 Hours**

**Maximum Marks : 70**

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**Section - A**

**(3 x 5 = 15)**

**Answer any three questions**

- Q1)** a) Naturopathy  
b) Pharmacopia  
c) Psychiatric  
d) Casualty  
e) Infection control records  
f) Fatal documents

**Section - B**

**(3 x 15 = 45)**

**Answer any three questions**

- Q2)** Explain health care at various levels.
- Q3)** Explain and differentiate between general and speciality hospitals.
- Q4)** Explain various diagnostic and therapeutic terms in detail.
- Q5)** Discuss various services provided by obstetric and Gynecology. What are the records to be maintained with it.

**Q6)** Explain the various records to be maintained with ICU.

**Q7)** Explain various records to be maintained with maintenance and security.

### **Section - C**

*(Compulsory)*

**Q8)** Case Study :

Records Maintenance is an important function of all the hospitals particularly in Corporate Hospitals. Hospitals are giving top most priority for construction of all the departments in the hospital but unfortunately they are not giving proper weightage for the construction of separate room for keeping all the records relating to the hospital as well as patients. It has become very significant now a days to maintain the profile and history of patients who are suffering from long diseases. Though they are maintaining the records but they are not technically maintained in order wise.

In view of the above, try to advise the corporate hospitals as to the following :

- a) Need for having separate room for the maintenance of Records.
- b) Suggest how to maintain the records in proper way.
- c) Take the help of experts in this regard.



**(DHAM08)**

Total No. of Questions : 8]

[Total No. of Pages : 02

**M.B.A. (2 Years) DEGREE EXAMINATION, DEC. - 2018**

**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 questions**

- Q1)** a) Concept of linen  
b) Prescription  
c) Balanced diet  
d) Analyses for pharmacy  
e) Beverages  
f) Concept of housekeeping.

**Section - B**

**(3 x 15 = 45)**

**Answer any three questions**

- Q2)** Discuss functions and responsibilities of housekeeping department.
- Q3)** State the considerations in the location of laundry.
- Q4)** Explain different kinds of food served in hospitals.
- Q5)** Discuss the role of pharmacy manager.
- Q6)** Enumerate the importance of security services.



**Q7)** Explain about drug management in detail.

### **Section - C**

*(Compulsory)*

**Q8)** Case Study :

#### **Managing Hospitals**

There is a hospital in a semi – urban area. Every year it is incurring heavy losses. The inpatient facilities fare exceed demand. The turnover of doctor is high. Suggest measures to come out of heavy losses.

