

(DHAM21)

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

Second Year

HOSPITAL ADMINISTRATION

Strategic Management

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer any three questions

- Q1)** a) Nature of Strategic management.
b) Need for the minion.
c) Operating environment in the hospitals.
d) Joint ventures
e) IABS matrix
f) Six sigma

Section - B

(3 x 15 = 45)

Answer any three questions

- Q2)** Define strategic management. Explain its process.
- Q3)** Explain various factors involved in formulating minion of an hospital.
- Q4)** Discuss factors affecting hospitals under technological environment.
- Q5)** Evaluate the most common reasons for diversifying in term of their impact on competitive advantage and financial performance.
- Q6)** “Mergers involve a complex set of decision to be made”. Explain the statement offering suitable guidelines for effective mergers.

Q7) Explain the method of constructing BCG matrix. What are its uses and limitations?

Section - C

(Compulsory)

Q8) Case Study :

In the restaurant business maintaining product quality is a major problem because the quality of food, service, and the restaurant premises varies with the chefs and waiters as they come and go. If a customer gets a bad meal or poor service or dirty silverware, not only that customers may be lost, but other potential customers, too, as negative comments travel by word of mouth. Consider then the problem Ray Kroc, the man who pioneered McDonald's growth, faced when McDonald's franchises began to open by the thousands throughout the US. How could he maintain product quality to protect the company's reputation as it grew? Moreover, how could he try to increase efficiency and make the organization responsive to the needs of customers to promote its competitive advantage? Kroc's answer was to develop a sophisticated control system, which specified every detail of how each McDonald's restaurant was to be operated and managed.

Kroc's Control System was based on several components. First, he developed a comprehensive system of rules and procedures for both franchise owners and employees to follow in running each restaurant. The most effective way to perform such tasks as cooking burgers, making fries, greeting customers, or cleaning tables was worked out in advance, written down in rule books, and then taught to each McDonald's manager and employee through a formal training process. For example, prospective franchise owners had to attend 'Hamburger University' the company's training centre in Chicago, where in an intensive, month-long program they learnt all aspects of a McDonald's operation. In turn, they were expected to train their work force and make sure that employees understand operation procedures thoroughly. Kroc's goal in establishing the system of rules and procedures was to standardize McDonald's activities so that whatever franchise customer walked into they would always find get what they expect from a restaurant, the restaurant has developed superior customer responsiveness.

However, Kroc's attempt to control quality went well beyond written rules and procedures specifying task activities. He also developed McDonald's franchise system to help the company control its structure as it grew. Kroc believed that a manager who is also a franchise owner (and receives a large share of the profits) is more motivated to maintain higher efficiency and quality than a manager paid on a straight salary. Thus McDonald's reward and incentive system allowed it to keep control over its operating structure as it expanded. Moreover, McDonald's was very selective in selling its franchises; the franchisees had to be people with the skills and capabilities to manage the business, and franchise could be revoked if the holder did not maintain quality standards.

McDonald's managers frequently visited restaurants to monitor franchises, and franchises were allowed to operate their restaurant only according to McDonald's rules. For instance, they could not put in a television or otherwise modify the restaurant. McDonald's was also able to monitor and control the performance of its franchises through output control. Each franchise provided McDonald's with information on how many meals were sold, on operating costs, and so forth. Sousing this mix of personal supervision and output control, managers at McDonald's corporate headquarters would quickly learn if sales in a franchise declined suddenly, and thus they could take Corrective action.

Within each restaurant, franchise owners also paid particular attention to training their employees and instilling in them the norms and values of quality service having learned about McDonald's core cultural values at their training sessions, franchise owners were expected to transmit McDonald's concepts of efficiency, quality and customer service to their employees. The development of shared norms, values, and an organizational culture also helped McDonald's standardize employee behavior so that customer would know how they would be treated in a McDonald's restaurant. Moreover, McDonald's tried to include customers in its culture. It had customers but their own tables, but it also showed concern for customer needs, by building playgrounds, offering Happy Meals, and organizing birthday parties for customer's children. In creating its family oriented culture, McDonald's was ensuring future customer loyalty because satisfied children are likely to remain loyal customers as adults.

Through all these means, McDonald's developed a control system that allowed it to expand its organization successfully and create an organizational structure that has led to superior efficiency, quality, and customer responsiveness. Its control system has played an important role in McDonald's becoming the largest the most successful fast-food company in the world, and many other fast-food companies have imitated it.

QUESTIONS

- a) What were the main elements of the control system created by Ray Kroc?
- b) In what ways would this control system facilitate McDonald's strategy of global expansion?



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

Second Year

HOSPITAL ADMINISTRATION

HRM & Quality Management

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer any three questions

- Q1)** a) Job specification.
b) Recruitment policy
c) Induction
d) Dismissals
e) Safety
f) Bonus

Section - B

(3 x 15 = 45)

Answer any three questions

- Q2)** Discuss the role of HRM in hospitals.
- Q3)** Explain steps involved in selection process in detail.
- Q4)** Explain about identification of training need in organization.
- Q5)** Explain meaning and purpose of wage and salary administration.
- Q6)** Discuss salient features of industrial employment (standing order) Act, 1946.

Q7) Explain features of maternity benefit Act, 1961.

Section - C

(Compulsory)

Q8) Case Study :

Satish was a Sales Manager for Industrial Products Co in City branch. A week ago, he was promoted and shifted to HO as Deputy Manager in Product Management for a division of products which he was not very familiar with. Three days ago, the company VP - Mr. George, convened a meeting of all Product Managers. Satish's new boss (Product Manager Ketan) was not able to attend due to some other preoccupation. Hence, the Marketing Director - Preet - asked Satish to attend the meeting as this would give him an exposure into his new role. At the beginning of the meeting, Preet introduced Satish very briefly to the VP. The meeting started with an address from the VP and soon it got into a series of questions from him to every Product Manager. George, of course, was pretty thorough with every single product of the company and he was known to be pushy and blunt veteran in the field. Most of the Product Managers were very clear of George's ways of working and had thoroughly prepared for the meeting and were giving to the point answers. George then started with Satish, Satish being new to the product, was quite confused and fared miserably.

Preet immediately understood that George had possibly failed to remember that Satish was new to the job. He thought of interrupting George's questioning and giving a discrete reminder that Satish was new. But by that time, George who was pretty upset with lack of preparation by Satish made a public statement "Gentlemen, you are witnessing here an example of sloppy work and this can't be excused" Now Preet was in two minds - should he interrupt George and tell him that Satish is new in that position or should he wait till the end of the meeting and tell George privately. Preet chose the second option. Satish was visibly angry at the treatment meted out by George but he also chose to keep mum. George quickly closed the meeting saying that he found in general lack of planning in the department and asked Preet to stay back in the room for further discussions. Before Preet could give any explanation on Satish. George asked him "Tell me openly. Preet, was I too rough with that boy?" Preet said "Yes, you were. In fact I was about to remind you that Satish is new to the job". George explained that the fact that Satish was new to the job didn't quite register with him during the meeting. George admitted that he had made a mistake and asked his secretary to get Satish report to the room immediately. A perplexed and uneasy Satish reported to George's room after few minutes. George looking Satish straight into his eyes said "I have done something which I should have never even thought of and I want to apologise to you. It is my mistake that I did not recollect that you were new to the job when I was questioning you." Satish was left speechless. George continued "I would like to state few things clearly to you. Your job is to make sure that people like me and your bosses do not make stupid decisions. We have good confidence in your abilities and that is why we have brought you to HO. For everybody time is required for learning. I will expect you to

know all the nuances of your product in three months time. Until then you have my complete confidence.” George closed the conversation with a big reassuring handshake with Satish.

Questions in this case study :

- a) Was it at all necessary for George to apologise to such a junior employee like Satish?
- b) If you were in Satish’s place, how would you to respond to George’s apology?



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

Second Year

HOSPITAL ADMINISTRATION

Counselling Skills for Managers

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer any three questions

- Q1)** a) Preacher
b) Skill of counselling
c) Message vehicle
d) Counselling Vs. transdental meditation.
e) Goals of client centric counselling.
f) Emotional release

Section - B

(3 x 15 = 45)

Answer any three questions

- Q2)** What are the approaches employed for counselling in hospitals.
- Q3)** Discuss various strategies to select counselling.
- Q4)** How does counselling change the behavior of client? Explain.
- Q5)** Identify the areas where counselling can be employed in hospitals.
- Q6)** Discuss special problem in counselling.

Q7) Explain the process of counselling in detail.

Section - C

(10)

(Compulsory)

Q8) Case Study :

Unfortunately in India, the concept and importance of counselling have been totally neglected, in particular in rural India. Though, medical facilities have been improved to some extent in rural areas, but the concept of counselling has been found nowhere. The young generation in rural areas have been suffering from many problems and most of them might have been cured by counselling itself. The problem is, how to develop counselling skills in rural areas.

If you are appointed as counsellor in a rural areas, how do you solve the problems of young people in rural areas with your counselling skills, keeping into mind the following problems :

- a) Young people suffering from fobia of insecurity due to lack of medical facilities in rural areas.
- b) Young people suffering from fear of aids.



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

Second Year

HOSPITAL ADMINISTRATION

Research Methods in Hospitals

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer any three questions

- Q1)** a) Outline of MDS.
b) Size of sample
c) Census and sample
d) Bar charts
e) Multi dimensional scaling
f) Vital statistics

Section - B

(3 x 15 = 45)

Answer any three questions

- Q2)** What is scaling? Explain techniques for scaling.
- Q3)** Explain various sources of information.
- Q4)** Explain various types of charts used for data presentation.
- Q5)** Discuss steps involved in discriminant analysis using SPSS.
- Q6)** Explain problems in collection of sickness data.

Q7) Discuss various sampling methods in detail.

Section - C

(10)

(Compulsory)

Q8) Case Study :

The following are the details of sales effected by three sales persons in three door to – door campaigns.

Sales Person	Sales in Door - to - door Campaign			
A	8	9	5	10
B	7	6	6	9
C	6	6	7	5

Construct an ANOVA table and find out whether there is any significant difference in the performance of the sales persons.



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

Second Year

HOSPITAL ADMINISTRATION

Patient Care and Behaviour

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 × 5 = 15)

Answer any three questions

- Q1)** a) Patient counseling
- b) Patient information booklets
- c) Tort liability
- d) Personality
- e) Opinion leadership
- f) Self regulation committees.

Section - B

(3 × 15 = 45)

Answer any three questions

- Q2)** Discuss the role of natural and human resources in patient care management.
- Q3)** Explain the role and function of resident medical officer and night duty executive.
- Q4)** Explain policies and procedures for fire safety.
- Q5)** Explain various models of patient behavior.

Q6) What do you mean by medical audit? Explain its procedure.

Q7) Explain about information search process.

Section - C

(10)

(Compulsory)

Q8) Case study :

Mr. Krishna worked for a hospital over 10 years. Initially, the hospital faced tough times due to completion in the city. The efforts of Krishna turn around the hospital. A new Director took over the hospital. He had downsized the employment in the hospital. Mr. Krishna was terminated from service. After initial set backs, Krishna look after a nursing home in the neighbourhood on the request you residents. He has maintained hygiene, prompt service, quality and affordable price he ever introduced some specialities keeping in view the demand of the city. The no of doctors, nurses etc. had gone up remarkably. There are further plans to make it a super speciality hospital.

Questions :

- a) What are the causes for the success of Krishna?
- b) State the strategies employed by him to get name and fame for the new hospital.
- c) Explain the significance of customer and behaviour towards them.



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

Second Year

HOSPITAL ADMINISTRATION

Managing Hospitals - II

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer any three questions

- Q1)** a) Location of CSSD.
b) USG
c) ICU
d) Location of OPD
e) ECG
f) Ambulatory Care

Section - B

(3 x 15 = 45)

Answer any three questions

- Q2)** Discuss work flow at CSSD.
Q3) Explain safety precautions to be taken in laboratory.
Q4) Explain layout of Radiology. What are the different types of X – ray machines?
Q5) Discuss pre – requisites of operation theatres.
Q6) Explain different types of patients in OPD.

Q7) Explain about CT and MRI.

Section - C

(10)

(Compulsory)

Q8) Case Study :

“U CARE” is a super specialty hospital at Vijayawada cross roads. The daily outpatients section records 200 numbers New Cases. Through the patient satisfaction survey it is found that patient’s complain of high waiting time at Laboratory services department on observation of few samples, it is observed that the lab technician who collects the sample store’s the until he completes to bleed all the patient’s at time and then reaches workstation to process them.

Being Administrator of the hospital, how do you reduce waiting time Laboratory Services!



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

Second Year

HOSPITAL ADMINISTRATION

Legal and Ethical Issues

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer any three questions

- Q1)** a) Medical council of India.
b) Medical negligence
c) Medical ethics.
d) Euthanasia.
e) Vacarious liability.
f) Infant milk substitutes

Section - B

(3 x 15 = 45)

Answer any three questions

- Q2)** Explain the procedure for formation of health care organization under partnership.
- Q3)** Discuss salient features of medical termination of pregnancy Act, 1971.
- Q4)** Explain medical ethics and code of conduct to be observed in rendering hospital services.
- Q5)** Explain legal issues involved in police investigations.
- Q6)** What is criminal liability? Explain defenses available to hospitals and medical staff.

Q7) Discuss salient features of transplantation of human organs Act, 1994.

Section - C

(10)

(Compulsory)

Q8) Case Study :

There is a health care centre in a semi – urban area. There are two doctor, one nurse and three others. The doctor gave a prescription for disease. The pharmacist issued medicine different from those prescribed by doctor. As a result, the patient became unconscious. It took three months to come out illness. Later, the patient filed a case in account of law.

- a) Under which act the patient can claim damages;
- b) Who has to pay the damages;
- c) What is the legal remedy available?



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

Second Year

HOSPITAL ADMINISTRATION

Hospital Cost and Financial Accounting

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer any three questions

- Q1)** a) Profit centres
b) Target costing
c) Ledger
d) Accounting policies in vogue
e) Depreciation
f) Costing of operations theatre.

Section - B

(3 x 15 = 45)

Answer any three questions

- Q2)** A manufacturing company finds that while the cost of making a component part is S 10, the same is available in the market at S 9 with an assumption of continuous supply. Give your suggestion whether to make or buy this part. Give also your views in case supplier reduces price from S 9 to S 8

The cost information is as follows :

	S
Material	3.50
Direct labour	4.00
Other overhead expenses	1.00
Fixed expenses	<u>1.50</u>

- Q3)** Explain various types of costs in detail.
- Q4)** Explain the stages in applying ABC in hospitals.
- Q5)** Briefly explain the basic accounting concept and conventions.
- Q6)** Explain various methods of depreciation with its advantages and disadvantages.
- Q7)** Discuss various methods of inventory valuation.

Section - C

(10)

(Compulsory)

Q8) Case study :

On 1st January 2001, Hindustan Limited, purchased a machinery for S 12,00,000 and on 30th June 2002, one more machinery of worth S 2,00,000. On 31st March 2003, one of the original machinery which had cost S 50,000 was found to have become obsolete and was sold as scrap for S 7,000. It was replaced on that date by a new machine costing S 80,000. Depreciation to be provided at 15% p.a. on written down value (WDV) method. Accounts are closed on 31st Dec. every year. Show machinery account for 3 years.

