

(DHAM01)

M.B.A. (2 Years) DEGREE EXAMINATION,
DECEMBER 2019.

First Year

Hospital Administration

MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Scope of management
- (b) What is staffing?
- (c) What is aggressive leadership?
- (d) Discuss about group dynamics.
- (e) Significance of organisational climate.
- (f) What is group cohesiveness?

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Explain about Hawthorne experiment in detail.
3. Discuss functions of management.
4. Explain the functions of a leader in hospital management.
5. What is motivation? Discuss how motivational theories are useful in hospital administrations.
6. Define organizational culture. Explain the need and importance of organizational culture.
7. What is Resistance to change? Explain in detail.

SECTION C — (1 × 10 = 10 marks)

Compulsory.

8. Case Study :

The ABC Manufacturing Company is a metal working plant under the direction of a plant manager who is known as a strict disciplinarian. One day a foreman noticed Bhola, one of the workers, at the time-clock punching out two cards his own and the card of Nathu, a fellow worker. Since it was the rule of the company that each man must punch out his own card, the foreman asked Bhola to accompany him to the Personnel Director, who interpreted the incident as a direct

violation of a rule and gave immediate notice of discharge to both workers. The two workers came to see the Personnel Director on the following duty. Nathu claimed innocence on the ground that he had not asked for his card to be punched and did not know at the time that it was being punched. He had been offered a ride by a friend who had already punched out and who could not wait for him to go through the punch-out procedure. Nathu was worried about his wife who was ill at home and was anxious to reach home as quickly as possible. He planned to take his card to the foreman the next morning for reinstatement, a provision sometimes exercised in such cases. These circumstances were verified by Bhola. He claimed that he had punched Nathu's card the same time he punched his own, not being conscious of any wrong doing.

The Personnel Director was inclined to believe the story of the two men but did not feel he could reverse the action taken. He recognized that these men were good workers and had good records prior to this incident. Nevertheless, they had violated a rule for which the penalty was immediate discharge. He also reminded them that it was the policy of the company to enforce the rules without exception.

A few days later the Personnel Director, the Plant Manager, and the Sales Manager sat together at lunch. The Sales Manager reported that he was faced with the necessity of notifying one of their best customers that his order must be delayed because of the liability of one department to conform to schedule. The department in question was the one from which the two workers had been discharged. Not only had it been impossible to replace these men to date, but disgruntlement over the incident had led to significant decline in the cooperation of the other workers. The Personnel Director and the Sales Manager took the position that the discharge of these two valuable men could have been avoided if there had been provision for considering the circumstances of the case.

They pointed out that the incident was costly to the company in the possible loss of a customer, in the dissatisfaction within the employee group, and in the time and money that would be involved in recruiting and training replacements. The Plant Manager could not agree with this point of view. "We must have rules if we are to have efficiency; and the rules are no god unless we enforce them. Furthermore, if we start considering all these variations in circumstances, we will find ourselves loaded down with everybody thinking he is an exception." He admitted that the grievances were frequent but countered with the point that they could be of little consequence if the contract agreed to by the union was followed to the letter.

Questions :

- (a) Identify the core issues in the case
- (b) Place yourself in the position of the Personnel Director. Which of the following courses of action would you have chosen and why?
 - (i) Would you have discharged both men?
 - (ii) Would you have discharged Bhola only?
 - (iii) Would you have discharged Nathu only?
 - (iv) Would you have discharged neither of them? Justify your choice of decision.
- (c) What policy and procedural changes would you recommend for handling such cases in future?

(DHAM02)

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First Year

Hospital Administration

MARKETING MANAGEMENT AND MARKETING
OF SERVICES

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) 3Ps of service marketing
- (b) Physical evidence
- (c) Service quality
- (d) CRM strategy
- (e) Market skimming
- (f) Internet medicine.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Explain the dimensions of service quality with suitable examples.
3. Discuss the scope and significance of market research in health management.
4. Explain the strategies of pricing in detail.
5. Discuss the role of quality council of India in health management.
6. Explain the business opportunities and challenges in health insurance.
7. Discuss various promotional methods in service sector.

SECTION C — (1 × 10 = 10 marks)

Compulsory.

8. Case Study :

Fast Express Courier Ltd. (FECL) is an innovative overnight delivery company that helped change the way companies do business. It was the first company to

offer an overnight delivery system, but the company markets more than just a delivery service. What FECL really sells is on-time reliability. The company markets risk reduction and provide the confidence that people shipping packages will be “absolutely, positively, certain their packages will be there by 10.30 in the morning”.

In fact, FECL sells even more than reliable delivery. It designs tracking and inventory management systems for many large companies. In other words, the customers buy more than just delivery service they buy a solution to their distribution problems. For example, a warehouse designed and operated by FECL is part of the distribution centre for a very large computer firm. In other organizations, customers can place an order for inventory as late as midnight, and the marketer, because of FECL's help, can guarantee delivery by the next morning. FECL has positioned itself as a company with a service that solves its customer's problems.

Questions :

- (a) What is FECL's product? What are the tangible and intangible elements of this service product?
 - (b) What are elements of service quality for a delivery service like FECL?
 - (c) In what way does technology influence FECL's service quality?
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(DHAM03)

M.B.A. (2 Years) DEGREE EXAMINATION,
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Hospital Administration

INTRODUCTION TO COMPUTER AND MIS

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Main memory
- (b) Recycle bin
- (c) Templates
- (d) Printing option in MS-word
- (e) What is information?
- (f) DBMS.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

2. What is an operating systems? Discuss various types of operating systems.
3. Discuss various types of computers in detail.
4. What are headers and footers? Explain.
5. What is a query in MS-Access? Discuss in detail.
6. Discuss the steps in systems development life cycle.
7. Write the latest trends in information technology.

SECTION C — (1 × 10 = 10 marks)

(Compulsory)

8. Case Study.

Mahavidyalay is a college. It offers various Degree and PG Courses. They maintained manual records. Now they plan to introduce a software into their college. You are given a chance to collect the data from the college. You need to approach administration block and all other departments in the college. What id the data you can collect from them? After collecting the data, apply normalization process 1 NF, 2 NF and 3 NF.

(DHAM 04)

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HEALTH CARE AND OPERATIONS MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE of the following.

1. (a) Drug policy
- (b) Health care system
- (c) Front office
- (d) What is a layout?
- (e) Value addition
- (f) Spares management.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

2. Discuss the overview of health care sector in India.
3. Explain various types of layouts in the construction of a hospital.
4. Explain different methods in measuring productivity.
5. Define quality control. Discuss various methods in quality control.
6. Explain the types of maintenance systems in detail.
7. Write the applications of Bio-medical engineering in hospital environment.

SECTION C — (10 marks)

Compulsory.

8. Case study

Preventive maintenance can be performed on 6 identical machines for a total cost of Rs. 5,000. If one of the machines malfunction between preventive maintenance inspection, it can be repaired at an average cost of Rs. 7,000. The probability of a machine malfunctioning between preventive maintenance inspection is given in the table below.

Week between pm maintenance	Probability for each machine
1	0.10
2	0.15
3	0.20
4	0.25
5	0.30

How often should preventive maintenance be performed to minimize the total expected repair costs and P.M. costs.

(DHAM 04)

(DHAM05)

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Hospital Administration

HOSPITAL PLANNING AND ENGINEERING

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)Answer any **THREE** of the following.

1. (a) Non-acceptable hospitals
- (b) Hospital constitution
- (c) Legal formalities
- (d) Construction costs
- (e) Medical Ethics
- (f) Neurology.

SECTION B — (3 × 15 = 45 marks)Answer any **THREE** of the following.

2. Discuss the points for better patient care.
3. What factors should be considered in selecting hospital location?
4. Discuss the role of hospital consultant in hospital construction.
5. Discuss any four medical specialities.
6. How clinical laboratories are play their role in better patient care? Discuss.
7. Write the importance of medical records in hospital administration.

SECTION C — (10 marks)

(Compulsory)

8. Case study

Imagine yourself, you are doctor and you are going to construct a multi-speciality hospital in your city with 300 beds. For this how will you select an architect? And explain the expectations from the architect in construction of hospital building. Bring out the necessary things that has to be discussed with the architect.

(DHAM 06)

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Hospital Administration

HOSPITAL ECONOMICS AND FINANCIAL MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE of the following.

1. (a) Utility analysis
- (b) Law of demand
- (c) Price determination
- (d) Goals of Financial Management
- (e) Pay back period
- (f) Operating cycle.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

2. Define Demand. Discuss the determinants of demand of health services.
3. Discuss the characteristics of health market.
4. Explain the techniques of Financial Analysis.
5. Discuss the basic theories of capital structure in brief.
6. Discuss the techniques of investment decisions under uncertainty.
7. Explain the various sources of working capital.

SECTION C — (1 × 10 = 10 marks)

(Compulsory)

8. Case study :

A hospital is considering an investment proposal to install machine at a cost of Rs. 50,000. The facility has a life expectancy of 5 years and no salvage value. The tax rate is 35%. Assume the firm uses straight line depreciation and the same is allowed for tax purposes. The estimated cash flows before depreciation and tax (CFBT) from the investment proposal are as follows :

Year	CFBT (Rs.)
1	10,000
2	10,692
3	12,769
4	13,462
5	20,385

Compute Net Present Value at 10% discount rate and give your advice.

(DHAM07)

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Hospital Administration

MEDICAL TERMINOLOGY AND RECORDS

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE of the following questions.

1. (a) Ayurveda
- (b) Pharmacopia
- (c) Pathology
- (d) Dental services
- (e) Diagnostic records
- (f) Security records.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Discuss the primary and secondary systems of medicine.
3. Explain the difference between general and speciality hospitals.
4. Discuss different pediatric services in detail.
5. Explain the services of intensive care unit.
6. Discuss the uses of various medical records.
7. Discuss the advantages of various clinical records.

SECTION C — (10 marks)

(Compulsory)

8. Case study

Pathology unit demands special considerations in a general hospital. Its location is vital and significant. The nature of disease, causes, symptoms and effects on the organism are important. Hence, draw a road-map for locating a pathology unit in a modern corporate hospital. Also explain various documents to be maintained with pathology department.

(DHAM08)

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First Year

Hospital Administration

MANAGING HOSPITALS – I

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Importance of house keeping
- (b) Functions of house keeping
- (c) Laundry
- (d) Iron food
- (e) Pharmacy
- (f) Watch and ward

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Discuss the responsibilities of house keeping in hospitals.
3. Critically examine the significance of house keeping in hospital administration.
4. Critically examine the functions of laundry services in hospital Management.
5. Discuss the types of food services in detail.
6. Discuss the role and responsibilities of a pharmacy manager.
7. Discuss the importance of security services in hospital Management.

SECTION C — (10 marks)

(Compulsory)

8. Case study

After analysis of out patient feedback form, you have— found that this most common complaint was non availability of medication in your OP pharmacy. As an administrator how will you identify the problem? What corrective measures would you initiate? What preventive measures will you initiate?
