

**(DHAM 21)**

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

Second Year

Hospital Administration

STRATEGIC MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A – (3 × 5 = 15)

Answer any THREE of the following.

1. (a) Vision
- (b) Nature of strategic management
- (c) Need for the mission
- (d) Economic environment
- (e) Value chain
- (f) Strategic surveillance

SECTION B – (3 × 15 = 45)

Answer any THREE of the following.

2. Discuss the need for strategic management in hospitals.
3. Examine the steps in strategic management model in detail.
4. What is corporate social responsibility? Discuss its importance in health care.
5. Discuss the factors influencing business under political environment.
6. What is a merger? Explain its terms and advantages.
7. Discuss the strategic evaluation by IABS matrix.

SECTION C – (10 marks)

Compulsory

8. Case Study:

SR Limited (SR) is a producer of health foods. The company was set up in 2006 by Suman Raj who was formerly a Production Executive with one of the larger producers of packaged foods in India. Mr. Banarjee always wanted to own and operate his own business. He welcomed the change to breakaway from what he termed a giant bureaucracy. In 2007, SR was earning a return on investment of 20

percent. The company sale in that year was Rs. 260 lakh. Mr. Banarjee felt that the firm was very successful but his objective was to increase sales and profits. In his own opinion as a marketer, this could be accomplished without continually adding new products. The company produced several items like salt free nuts, roasted nuts, dehydrated fruits, and almond and cream biscuits. The other items like packed teas, coffee, vitamins and ice creams produced from other.

Questions:

- (a) What are the new product launching strategies available for X? Explain.
  - (b) Do you think Mr. Banarjee Is following the right distribution strategy?
  - (c) Develop a marketing mix strategy for X.
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**(DHAM 22)**

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Hospital Administration

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HRM AND QUALITY MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION — A

Answer any THREE questions

(3 × 5 = 15)

1. (a) Scope of HRM
- (b) Job description
- (c) Induction
- (d) Training needs
- (e) Job evaluation
- (f) TQM

SECTION — B

Answer any THREE of the following

(3 × 15 = 45)

2. What are the functions of HRM?
3. Explain the steps in selection process.
4. Discuss the training methods which are suitable in hospitals.
5. Discuss the welfare measures to the employees in hospitals.
6. Discuss the features of minimum wages Act.
7. Write the features of maternity Benefit Act.

SECTION — C

(10)

(Compulsory)

## 8. Case study.

PP Ltd. is a profit-making firm. To retain its status in the market the management stressed and monitored quality and productivity from the initial stage itself. An individual incentive scheme has been in place for 20 years. During the last decade, the company had to launch new products thanks to the proliferation of electronic systems. The new product entailed additional investments in machineries and on additional manpower. The new comers were raw hands requiring training at extra cost. During the year, due to heavy investment on the new project, the interest charges and depreciation completely wiped out the profit. This means only the statutory minimum bonus of 8.33% of surplus was to be offered as against the usual 20% that the workers are used to receive in the last several years. The management needs to ensure maximum cooperation from employees to maximize productivity. There was a dispute that bonus payment is finance oriented and it does not necessarily reflect the productivity of the employees. The personnel officer felt that if payments were based on the Bonus Act, it would deprive and demotivate employees during a crucial period.

Questions.

- (a) Do you agree with the personnel officer?
  - (b) Arrive at the settlement considering the conflicting ideas of productivity-linked and profit-sharing bases of bonus?
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Hospital Administration

**COUNSELLING SKILLS FOR MANAGERS**

Time : Three hours

Maximum : 70 marks

**SECTION A — (3 × 5 = 15 marks)**

Answer any **THREE** of the following.

1. (a) Counselling
- (b) Client
- (c) Attitude towards counselling
- (d) Performance
- (e) Emotions
- (f) Burnout

**SECTION B — (3 × 15 = 45 marks)**

Answer any **THREE** of the following.

2. Explain the Growth of Services in Counselling.
3. Critically Examine the attitude of Counsellors in Counseling.
4. Discuss the problems of Clients in detail.
5. Do you think 'Change is due to Counselling'? Comment.
6. Discuss the applications of counselling in hospital management.
7. Discuss the significance of counselling in Hospital administration.

**SECTION C — (10 marks)**

(Compulsory)

8. Case study

Imagine you a counsellor in a super speciality hospital. A patient with 65 years age approached you hospital with serious problems. After conducting all test doctors found he suffered with failure of kidneys. The patient is not ready to listen any bad news about his health. How will you council the patient to go for dialysis and further transplantation procedure?

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RESEARCH METHODS IN HOSPITALS

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE of the following.

1. (a) Rating Scale
- (b) Sampling Distribution
- (c) Interview method
- (d) Experiments
- (e) Panel method
- (f) Cluster analysis

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

2. What is Scalogram? Discuss in detail.
3. Explain the techniques of sampling with suitable examples.
4. Discuss various primary data collection methods with examples.
5. What is Graphical representation? Discuss various Graphs used in data analysis.
6. Write the applications of Multiple Regression analysis in Hospitals.
7. What are the problems in collection of sickness data in hospitals?

SECTION C — (10 marks)

(Compulsary)

8. Case study.

In a pre-test data were obtained from 20 respondents on preference for sneakers on a server-point scale. 1 = not preferred, 7 = greatly preferred ( $V_1$ ) the respondents also provided their evaluations on the sneakers on comfort ( $V_2$ ), style ( $V_3$ ) and durability ( $V_4$ ), also on server point scales, 1 = poor, 7 = excellent.

- (a) Analyse the data using factor analyse using the variman rotation procedure.
- (b) How do you examine the model fit?

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PATIENT CARE AND BEHAVIOUR

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE of the following questions

1. (a) Patient Counselling
- (b) Protocols
- (c) Autopsy
- (d) Disposal of waste
- (e) Attitudes
- (f) Life styles

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following questions

2. Discuss the role of natural and human resources the patient care.
3. Explain the duties of night duty Executive.
4. Examine the General policies and procedures of the hospitals in patient care.
5. Explain the procedure for Evacuation.
6. Explain the process of Information search.
7. Discuss the importance of Reference Groups in choosing a hospital.

SECTION C — (10 marks)

(Compulsory)

8. 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 neighborhood on the request you residents. He has maintained hygiene, prompt service, quality and affordable price he ever introduced some specialties 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 specialty 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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Hospital Administration

MANAGING HOSPITALS – II

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Work flow.
- (b) Ambulance
- (c) USG
- (d) Intensive Care
- (e) OPD
- (f) Waste Disposal

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

2. Discuss the role of Central sterile supply department in hospitals.
3. Explain Ambulatory care services in detail.
4. Write the services provided by Radiology Department.
5. Discuss different types of X-Ray machines.
6. Discuss the significance of lighting and Air conditioning in Operation theatres.
7. Discuss various types of patients in OPG.

SECTION C — (10 marks)

(Compulsory)

8. Case Study:

Westwood hospital has 150 beds and three operation theatres. The hospital has 7 consultants of General med, General surgery, Orthopedics, ENT, Plastic Surgery, Neurology and Neurosurgery. Every month about 70 surgeries are only performed in three operation theatres. All the three OTS has laminar flow and Hepa filters and highly sophisticated equipment.

However, the OT utilisation has been about 18% on an average.

- (a) Bring the CEO of the hospital how to you optimize OT utilization.
  - (b) Describe the procedure, documentation to be maintained for OT utilization.
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M.B.A. (2 YEARS) DEGREE EXAMINATION, DECEMBER 2019.

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Hospital Administration

LEGAL AND ETHICAL ISSUES

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE of the following questions.

1. (a) Medical Council of India
- (b) Infant with substitutes
- (c) Medical negligence
- (d) Patient relations
- (e) Euthanasia
- (f) Contractual liability.

SECTION B — (3 × 5 = 15 marks)

Answer any THREE of the following.

2. Write the procedure of registration of health care organization.
3. Write the features of 'Medical Termination of Pregnancy Act'.
4. Discuss the requisites of a valid contract.
5. Explain the duties of paramedical staff towards patients.
6. Discuss ethics observed in hospital services.
7. Discuss the legal remedies available to patients.
8. Discuss the significance of anesthesia in surgeries.

SECTION C — (10 marks)

(Compulsory)

9. Case study

Mr. Krishna approached a hospital with serious cardiac problem. Doctors treated him carefully and prescribed the medicine. After two days of treatment he was sent to general ward. There same medicine was continued. On third day, a new nurse took the charge. She had gone through the prescription. In one injection doctor

prescribed 5 mg. But the writing is not understandable. She given 15 mg of injection, immediately the patient went into coma and died in a day.

Later, the attendants of the patient filed a case.

- (a) Under which act the attendants can claim damages?
  - (b) Who is liable in his case?
  - (c) What is the legal remedy available?
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Hospital Administration

HOSPITAL COST AND FINANCIAL ACCOUNTING

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Semi variable and Fixed Cost
- (b) Cost Center
- (c) Activity based costing
- (d) Trial balance
- (e) Hire Purchase
- (f) Costing of water supply department

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Briefly explain accounting principles.
3. What is Inventory Valuation? What are the methods Involved?
4. Explain the method of costing involved for Food and beverage.
5. Define Depreciation. Explain about different methods of depreciation in brief.
6. In a factory two types of Surgical Equipment sets are manufactured. Type I and Type II models. Find the cost of a Surgical Equipment and Profit per equipment set sold.

	Type I	Type II
	Rs.	Rs.
Materials	1,50,000	2,00,000
Labour	75,000	90,000
Other expenses	10,000	15,000

Works on cost is charged at 100% on labour and administration cost is taken at 15% on works cost. Type I sets sold during the period are 500 @ 1200 each and Type II are 500 @ 1500 each.

Find the total profit as per cost books. Assume that there is opening or closing stock.

7. The sales turnover and profit during two were as follows :

Years	Sales (Rs.)	Profit (Rs.)
2015	5,00,000	25,000
2016	10,00,000	50,000

Calculate :

- P/V ratio
- BEP sales
- MOS
- Sales required to earn a profit of Rs. 1,00,000
- Profit when sales are Rs. 2,50,000.

SECTION C — (1 × 10 = 10 marks)

(Compulsory)

8. Case Study :

From the following Trial balance of Karthikeya as on 31.12.2015. Prepare Trading, P/L A/C and Balance sheet.

	Dr Rs.	Cr Rs.
Capital		80,000
Drawing	6,000	
Plants and machinery (on 1.1.2015)	20,000	
(Additions on Machinery on 1.7.15)	5,000	
Stock 1.1.15	15,000	
Purchases	82,000	
Returns Inwards	2,000	
Debtors	20,600	
Furniture and Fittings	5,000	
Freight duty	2,000	
Carriage outward	500	
Rent, taxes	4,600	
Printing and Stationary	800	
Business expenses	400	
Creditors		10,000
Sales		1,20,000
Return outwards		1,000
Postage and Telegram	800	

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Reserve for Bad debts		400	
Discounts		800	
Rent Received		1,200	
Salaries and wages	21,300		
Insurance premium	700		
Cash in hand	6,200		
Cost at Bank	20,500		
	<u>2,13,400</u>	<u>2,13,400</u>	

Adjustments:

- (a) Stock on 31.12.15 valued at Rs. 14,600
  - (b) Depreciate furniture by 5%
  - (c) Prepaid insurance Rs. 100
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