

(DHAM21)

ASSIGNMENT – 1

M.B.A. (2 YEARS) DEGREE EXAMINATION, MARCH 2023

Second Year

Hospital Administration

STRATEGIC MANAGEMENT

MAXIMUM : 30 MARKS

ANSWER ALL QUESTIONS

1.
 - (a) Nature of strategic management
 - (b) Mission statement
 - (c) Political environment
 - (d) Strategic alliances
 - (e) Strategic surveillance
 - (f) Liquidation

2. Explain various components of the strategic management model.

3. What is corporate social responsibility? Discuss the social responsibility of the hospital towards its stakeholders.

4. Discuss operating environment in the hospitals.

ASSIGNMENT – 2

M.B.A. (2 YEARS) DEGREE EXAMINATION, MARCH 2023

Second Year

Hospital Administration

STRATEGIC MANAGEMENT

MAXIMUM : 30 MARKS

ANSWER ALL QUESTIONS

1. Define merger and acquisition. Explain its advantages and disadvantages.
2. Explain balance score card methodology.
3. Discuss possible factors for assessing the sources of differentiation in support and primary activities.
4. Nokia was founded in 1865 when engineer Fredrik Idestam established a mill to manufacture pulp and paper on the Nokia River in Finland. Although Nokia flourished within Finland, the company was not well known to the rest of the world.

In 1985, Ollila joined Nokia and held a variety of key management positions before moving to the helm of affairs in 1992. His leadership played an important role in shaping Nokia's culture and led the company's reinvention as a mobile communications company. Nokia's annual meetings, referred to as the 'Nokia way', were used to exchange notes and set priorities. After a brainstorming exercise, top managers defined the company's vision, which was communicated to the lower layers of management through formal presentations.

Nokia's culture was rooted in the Finnish national character-frugal, honest, very direct, serious, with little tolerance for fooling around-mixed with a good dose of engineering culture-"can do" pragmatic, and hands-on. The difficulties that Nokia had faced before Ollila became CEO also played their part in shaping the culture.

The most distinctive characteristics of Nokia's organization did not show up on any organization chart. When asked to describe the company's organization structure, Nokia's managers talked about its flexibility, freedom, and the importance of networks, rather than its formal architecture.

While Nokia was not known to pay high compensation, it had been successful in attracting, motivating and retaining quality people because it provided these individuals with plenty of growth opportunities in a challenging environment.

Nokia had introduced various innovations in its people processes to achieve a positive employer image. Nokia believed in providing individuals with a platform for personal growth in a challenging environment. Nokia believed in providing equal opportunities to people and attempted to shape a culture of respect, openness and trust.

As a result, Nokia is renowned all over the world for its organizational culture. A flat, networked organization along with flexibility and speedy decision-making form the main elements of Nokia's culture. Many analysts attribute the success of Nokia in becoming world's largest maker of cell phones ahead of rivals such as Motorola, Siemens, Samsung, etc., to the culture it follows.

Questions:

- (a) What do you analyse as the most glaring aspect of Nokia's culture that you are least likely to find in many companies?
- (b) Do you think that Nokia benefited financially from its culture? If yes, how?

ASSIGNMENT – 1

M.B.A. (2 YEARS) DEGREE EXAMINATION, MARCH 2023

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Hospital Administration

HRM AND QUALITY MANAGEMENT

MAXIMUM : 30 MARKS

ANSWER ALL QUESTIONS

1.
 - (a) Nature of Human Resource Management
 - (b) Sources of recruitment
 - (c) Dismissals
 - (d) Employees health services
 - (e) Objectives of Payment of wages act, 1936
 - (f) Need for training

2. Explain various functions of Human Resource Management.

3. Define training. Explain various methods of training in detail.

4. Explain selection process in hospitals.

ASSIGNMENT – 2

M.B.A. (2 YEARS) DEGREE EXAMINATION, MARCH 2023

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Hospital Administration

HRM AND QUALITY MANAGEMENT

MAXIMUM : 30 MARKS

ANSWER ALL QUESTIONS

1. What is wage and salary administration? Explain its purpose.
2. Explain provisions of maternity benefit Act, 1961.
3. Explain objectives and provisions of employment state insurance act 1948.
4. Magnum Financial Services Ltd. (MFSL) is a large financial services company with over 4000 employees scattered all over India in their twelve branches. In view of the ups and downs in the stock market, which affect the demand for and supply of qualified finance graduates, from time to time, in different cities, it has been decided sometime back to centralise manpower planning activities at the corporate head quarters, viz., New Delhi itself.

The company has trading terminals spread over the whole of India. In addition to collecting fixed deposits from corporate houses and general public, it has also been managing funds from high net worth individuals. It has plans to launch a number of mutual fund products for which approval has come from Securities Exchange Board of India. It has considerable reputation in the market as a merchant banker and as a money changing agent.

Hiring people with requisite skills, especially after the introduction of the online trading mechanism, is proving to be a tough job. The stock indices have been galloping day by day, thanks to the dramatic growth rates reported by information technology companies in recent months. Looking at the increasing number of trading centres that are opening in various parts of the country, the company wanted to hire twenty five trading assistants by offering competitive salaries. While assessing manpower needs at various locations, the following things are generally taken into account:

Manpower Needs

- (a) Details of previous selections in each centre
- (b) Current employee strength in each centre
- (c) Sanctioned posts for each centre
- (d) Number of vacancies, likely to arise due to competition unforeseen events, expansion etc
- (e) Surplus, if any, from other centres.
- (f) Over and above the next vacancies that are likely to arise in each centre, two additional posts have been earmarked so as to serve as a 'cushion' to absorb sudden fluctuations. The actual details about trading assistants in various centres were:

Details of Employees and Posts

- (i) Number of people with 2 years' experience : 94
- (ii) Number eligible for promotion to next grade 28
- (iii) Number of vacancies on hand : 25
- (iv) Number on rolls: 142

- (v) Anticipated needs to be filled up owing to market conditions : 24
(‘two’ in each centre)
- (vi) ‘Reserve’ to be kept over and above sanctioned posts : 5
- (vii) Total requirements over a period of 12 months: 54

In the first batch, it was planned to hire 25 people having one year’s exposure to online market operations, in the 5000 - 8500 grade. The chief HR manager arrived at Mumbai to coordinate the recruitment activity. The Mumbai office got the fax message from headquarters on Monday advocating caution and restraint while hiring trading assistants. Around 150 short listed graduates have been called for the interview on that day.

Questions:

- (1) Prepare a comprehensive human resource plan for each centre of MFSL.
- (2) Looking at the scenario, what should the chief HR manager do?
- (3) Is it advisable to decentralise the hiring process so as to avoid problems of the nature mentioned above? Why? Why not?

(DHAM23)

ASSIGNMENT – 1

M.B.A. (2 YEARS) DEGREE EXAMINATION, MARCH 2023

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Hospital Administration

COUNSELLING SKILLS FOR MANAGERS

MAXIMUM : 30 MARKS

ANSWER ALL QUESTIONS

1.
 - (a) Counsellors attitude
 - (b) Client problems
 - (c) Counselling Vs. Transdental meditation
 - (d) Emotional release
 - (e) Define behaviour.
 - (f) Burn out

2. Explain the growth of counselling services in India.

3. Discuss different strategies to assess and solve the problems of clients.

(DHAM23)

ASSIGNMENT – 2

M.B.A. (2 YEARS) DEGREE EXAMINATION, MARCH 2023

Second Year

Hospital Administration

COUNSELLING SKILLS FOR MANAGERS

MAXIMUM : 30 MARKS

ANSWER ALL QUESTIONS

1. Do you think Change is due to Counselling'? Comment.
2. How do you change the behaviour of the client through counselling? Discuss.
3. Discuss special problems in counselling in detail.
4. Critically examine the application of counselling to hospital situations.

Patients suffering from Covid-19 are getting temporary relief with the existing medicines. At the same time there are several long-run health complications with the overusage of steroids used in treatment of Covid-19. But it is mandatory to use to cure the health of the patients. There are several misconceptions about the usage of durgs and other medicines to cure the Covid-19.

Question:

If you are appointed as counsellor, how do you solve this with your counselling skills?

(DHAM23)

ASSIGNMENT – 1

M.B.A. (2 YEARS) DEGREE EXAMINATION, MARCH 2023

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Hospital Administration

RESEARCH METHODS IN HOSPITALS

MAXIMUM : 30 MARKS

ANSWER ALL QUESTIONS

1.
 - (a) Q-Sort
 - (b) Interviews
 - (c) Pre testing the questionnaire
 - (d) Bar charts and histograms
 - (e) Cluster analysis.
 - (f) Utilisation of basic data
2. Explain techniques for scaling.
3. Explain probability and non-probability sampling methods in detail.
4. Elucidate sources of collecting data.

ASSIGNMENT – 2

M.B.A. (2 YEARS) DEGREE EXAMINATION, MARCH 2023

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Hospital Administration

RESEARCH METHODS IN HOSPITALS
MAXIMUM : 30 MARKS

ANSWER ALL QUESTIONS

1. Discuss the application of multiple regression analysis in medical research.
2. Describe the problems in collection of sickness data.
3. State the usefulness of multi dimensional scaling in research.
4. Ms.Cheritha, as the advertising manager for chemical topics magazine, is charged with the responsibility for selling advertising space in the magazine. The magazine deals primarily with chemical processing technology and is distributed solely by subscription. Major advertisers in the magazine are the producers of chemical processing equipment since the magazine is primarily directed at engineers and other technical people concerned with the design of chemical processing units. Since the size and composition of the target audience for chemical topics are key concerns for prospective advertisers, Ms. Cheritha is interested in collecting more detailed data on leadership. While she presently has total circulation figures, she feels that these understate the potential exposure of an advertisement in chemical topics. In particular, she feels that for every subscriber to chemical topics, there are several others in the firm to whom chemical topics are routed for their perusal. She wishes to determine how large this secondary' audience is and also wishes to develop more detailed data on readers such as degree of technical training, level in the administrative hierarchy, and so on. Since she feels that these details would be quite helpful in influencing potential clients to commit their advertising dollars to chemical topics.

Questions:

What kind of research design is in order to answer Ms.Cheritha's question? Why? Outline the procedure you would follow in attacking these questions

ASSIGNMENT – 1

M.B.A. (2 YEARS) DEGREE EXAMINATION, MARCH 2023

Second Year

PATIENT CARE AND BEHAVIOUR

MAXIMUM : 30 MARKS

ANSWER ALL QUESTIONS

1.
 - (a) Patient counselling
 - (b) Attendants' Management
 - (c) Tort liability
 - (d) Personality
 - (e) Psychographics
 - (f) Medical audit
2. Discuss the importance of improving the quality care of patients.
3. Explain the role of medical superintendent in hospitals.
4. What is insurance? Explain the use of investigational drugs.

ASSIGNMENT – 2

M.B.A. (2 YEARS) DEGREE EXAMINATION, MARCH 2023

Second Year

PATIENT CARE AND BEHAVIOUR

MAXIMUM : 30 MARKS

ANSWER ALL QUESTIONS

1. Explain the policies and procedures for general safety in hospitals.
2. Explain about patient involvement in decision making.
3. Discuss models of patient behaviour.
4. Sankirtan was a runner, like his dad. One day he collapsed during a run and was hospitalised for five days. He went through lots of tests, but was given a clean report of health. Then, a month later, he collapsed again, fell into a deep coma and died. His father wanted to know what had gone wrong? After his first collapse, Sankirtan was hospitalised for five days. He had various cardiac evaluations: numerous electrocardiograms, a cardiac ultrasound, an exercise stress test, and a cardiac MRI. He was also given a cardiac catheterization, which caused a painful hematoma, and an electrophysiology test, which led him to bleed. During his hospital follow-up visit five days after discharge, his doctor had given him a clean report of health. After his first collapse, Sankirtan had low potassium. Two years earlier, a guideline from the national council of potassium in clinical practices called for potassium replacement in such patients. He never received potassium replacement, even though his dad had told his cardiologist about his low potassium. His cardiologist had also missed a diagnosis of a treatable heart rhythm condition that sometimes requires patients to avoid exercise. A communication error was also found by his dad going through the records. No one warned Alex not to run, after the hospitalisation, after his first collapse. His written discharge instructions specified only that he not drive for 24 hours. There was no record of anyone warning him not to run when he had his follow-up visit, so he didn't realise he should not have resumed running after his wounds healed. This was a very oversight. A radiologist at the hospital also told his dad that Sankirtan's cardiac MRI was done incorrectly because the technicians had not been trained on new software for the machine and this was critical.

Questions :

- (a) What were the errors in Sankiran's case? What do you think was ultimately the cause of his death?
- (b) Do you think that the hospital would have known about the errors in Sankirtan's case if his father hadn't investigate what happened? What does this mean for other patients?

ASSIGNMENT – 1

M.B.A. (2 YEARS) DEGREE EXAMINATION, MARCH 2023

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Hospital Administration

MANAGING HOSPITALS — II

MAXIMUM : 30 MARKS

ANSWER ALL QUESTIONS

1. (a) Location of CSSD
 (b) Ambulatory care
 (c) Laboratory layout
 (d) USG
 (e) Zoning
 (f) Facilities in OPD
2. Discuss the functions of central sterile supply department.
3. Explain the factors influencing location of laboratory services.
4. Explain different types of X-Ray machines.

ASSIGNMENT – 2

M.B.A. (2 YEARS) DEGREE EXAMINATION, MARCH 2023

Second Year

Hospital Administration

MANAGING HOSPITALS — II

MAXIMUM : 30 MARKS

ANSWER ALL QUESTIONS

1. Write about lighting and air conditioning facilities in operation theatre.
2. Explain flow pattern of patients in out-patient department.
3. Write about waste disposal mechanism in hospitals.
4. 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.

ASSIGNMENT – 1

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Second Year

Hospital Administration

LEGAL AND ETHICAL ISSUES

MAXIMUM : 30 MARKS

ANSWER ALL QUESTIONS

1. (a) Medical council of India
 (b) Medical negligence
 (c) Hospital as a bailee
 (d) Euthanasia
 (e) Tortuous liability
 (f) Police investigation
2. Explain the process of registration and regulation of health care organisation under Andhra Pradesh medical care establishment Act 2002.
3. Explain objectives and regulations under feeding bottles and infant food Act, 1992.
4. Discuss code of conduct to be observed in rendering hospital services.

ASSIGNMENT – 2

M.B.A. (2 YEARS) DEGREE EXAMINATION, MARCH 2023

Second Year

Hospital Administration

LEGAL AND ETHICAL ISSUES

MAXIMUM : 30 MARKS

ANSWER ALL QUESTIONS

1. Explain court deliberations towards organ transplantation.
2. What are the legal remedies available to patients? Discuss.
3. Explain consumer grievance redressal under consumer protection act.
4. A young accident victim has been in a persistent vegetative state for several months and the family members have insisted that “everything possible” be done to keep the patient alive.

Questions:

- (a) Should you honour the family's request? If so, why?
- (b) Would this decision be entirely yours?
- (c) What are your professional obligations? Can you allow a temporary respite?

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Hospital Administration

HOSPITAL COST AND FINANCIAL ACCOUNTING

MAXIMUM : 30 MARKS

ANSWER ALL QUESTIONS

1.
 - (a) Cost accounting Vs Financial accounting.
 - (b) Target costing
 - (c) Costing of operation theatre
 - (d) Ledger
 - (e) Advantages of straight line method
 - (f) Accounts for non-profit organisation.
2. Explain structure and classification of cost in hospitals.
3. Write about the application of activity based costing in hospitals.
4. From the following data, you are required to calculate break-even point and net sales value at this point :

Particulars	Rs
Direct Material cost per unit	10
Direct labour cost per unit	5
Fixed overhead	50,000
Variable overheads @ 60% on direct labour	
Selling price per unit	25
Trade discount	4%

If sales are 10% and 25% above the break even volume, determine the net profits.

ASSIGNMENT – 2

M.B.A. (2 YEARS) DEGREE EXAMINATION, MARCH 2023

Second Year

Hospital Administration

HOSPITAL COST AND FINANCIAL ACCOUNTING

MAXIMUM : 30 MARKS

ANSWER ALL QUESTIONS

1. Y Ltd Co. purchased a second hand machine on 1st Jan 1999 for Rs. 3,70,000 and immediately spent Rs. 20,000 on its repairs and Rs. 10,000 for installation. On 1st July 2000, it purchased another machine for Rs. 1,00,000.

On 1st July 2001, it sold off the first machine for Rs. 2,50,000 and bought another for Rs. 3,00,000. Depreciation was provided on the machine at 10% on original cost annually on 31 Dec. with effect from 1st Jan. 2002, the Co. changed the method of providing Dep and adopted the W.D.V. method and rate of depreciation is 15% p.a.

Prepare machinery account for 4 years.

2. Explain various accounting standards followed in India.

3. Define inventory. Explain various methods of inventory valuation.

4. From the following trial balance prepare Trading and Profit and Loss account for the year ended 31st December 2010 and Balance Sheet as on that date:

Name of the account	Dr.Amount (Rs.)	Cr.Amount (Rs.)
Drawings	10,000	
Stock on 1.1.2010	46,000	
Purchases and purchase returns	1,50,200	600
Cash in hand	3,400	
Bank balance	22,660	
Freehold premises	38,600	
Trade expenses	840	
Printing, stationery and Advertising	1,640	
Professional charges	280	
Commission received		3,300
Investments as on 1 st Jan. 10%	4,000	
Interest on investments		200

Name of the account	Dr.Amount (Rs.)	Cr.Amount (Rs.)
Sundry Debtors and Creditors	36,000	29,000
Wages	25,000	
Salaries	14,000	
Capital		1,14,000
Income tax	1,600	
Discount allowed and received	6,300	4,600
Sales returns and Sales	550	2,08,950
Bills receivables and Bills payables	3,200	10,000
Office Furniture	3,050	
Rents, rates and Insurance	4,000	
Bad debts provision		670
Totals	<u>3,71,320</u>	<u>3,71,320</u>

Adjustments:

- (a) Provide for wages Rs.5,000
- (b) Write off 5% depreciation on freehold premises and 10% on Office Furniture
- (c) Insurance to the extent of Rs.200 relates to 2011
- (d) Stock on 31.12.2010 is Rs.52,000
- (e) Charge interest on capital at 5% and on drawings Rs.300
- (f) Further bad debts are Rs. 1,000
- (g) Provide for doubtful debts @ 5% on sundry debtors
- (h) Make provision for discount on debtors and reserve for discount on creditors @ 2%.