

(DHAM 21)

M.B.A. (2 years) DEGREE EXAMINATION, NOVEMBER 2021.

Second Year

Hospital Administration

STRATEGIC MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A – (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Corporate social responsibility
- (b) Technological factors
- (c) Liquidation
- (d) Value chain analysis
- (e) Strategic alliances in hospital sector
- (f) Strategic surveillance.

SECTION B – (3 × 5 = 15 marks)

Answer any THREE questions.

2. State the functions of Board of Directors in a hospital.
3. What are strategies followed in financial analysis?
4. Enumerate the key issues involved in preparing balanced score card.
5. Elucidate the nature and significance of strategic management.
6. Explain the role of IABX matrix in strategic analysis.
7. Describe the key issues in the implementation of strategy.

SECTION C – (1 × 10 = 10 marks)

Compulsory

8. Case Study :

It was the former because Allen Bank's acquisition of a part of the Bradbury Bank – what the latter termed NEM (Newly Emerging Market) operations – seemed an acquisition scripted in heaven. Both were venerable Institutions of British origin. Allen was the largest international bank in developing markets. Its core businesses? Retail and corporate banking, treasury ops and trade financing. The bank employed over 33,000 people across 740 offices in 55 countries Bradbury bank was smaller, but only marginally so. It employed 28,000 people and was present in 42 countries. Its core businesses were retail and corporate banking and trade financing. However, its NEM business was focussed exclusively on high-net worth individuals and large corporates. So, when Bradbury wished to sell its NEM operations – it wanted to exit NEM because most economies there boasted a low credit rating and it wished

to lessen its overall credit risk; besides, it wished to focus its efforts on the first world – it was only natural that Allen, which wished to expand its presence in developing countries, buy them. It was the worst of times because the Cultures of the two banks were as different as blues-grass and Bhangra-pop. Allen was a systems driven bank which boasted of strong internal controls and placed an emphasis on training and performance. Bradbury was a old world type, inward-looking firm with weak control Systems and condoned pedestrian performance. Worse, it did little to spread its customer base and aggressively acquire new business.

It was also the worst of times because the two companies had different organisational structures. Allen favoured the matrix with the head of each division or function reporting directly to the regional head of that division or function, and only informally to the country head. Bradbury preferred a linear reporting relationship with everyone reporting to the country head. Expectedly, Bradbury employees who became part of the rechristened Allen Bradbury Bank (ABB –no relation to the energy giant, although the bank could have learned a thing or two from that company’s integration of Asea and Brown Boveri) felt lost. “There is no symbol of authority I can relate to in my workplace” was a commonly heard refrain. None of these, though, worried Surinder Sawhney, the 53-year old CEO of ABB, as much as the issue of people. Like most CEOs discover during the process of integration Sawhney was discovering that ABB seemed to have two people for every position. Worse, Allen-employees considered their counterparts from Bradbury, who had been taken on, as baggage. They’re here because that was part of the deal with Bradbury”, confided one young manager from ABB (he was from the Allen-side). “By themselves, these people would have never been hired by us. “Not surprisingly, the acquisition had also thrown a spanner into Allen’s well thought out career-progression plans. Sawhney and his HR head were discovering that they would have to redefine these for a larger group of employees. At the same time, they had to convince old Allen employees that they weren’t being short changed in the process. One senior HR manager had suggested that they get senior executives to make short presentations on why they were essential to ABB. Sawhney had thought the idea brilliant; his executives hadn’t. Nor had the media. Within days horror stories, mostly apocryphal, about people having to re-interview for their jobs were doing the rounds. And all the while, ABB was steadily losing people. Head-hunters and rival banks were making a beeline for some of ABB’s renowned human capital. And insecure employees were signing up with lesser companies rather than negotiate an uncertain future at the bank. In desperation, Sawhney turned to an

old friend. Vinay Sen, a HR professional who'd made a career for himself as an independent consultant. The hadn't helped much. True, Sen had shared some interesting thoughts on the issue of synergy. "Apart from valuation, the most hyped phrase in an M & A deal is synergy, 'he had said. "People talk of dove-tailing strengths and capabilities, bringing complementary skills and exploiting cross-marketing opportunities. To me, synergy simply means one plus one, is not two, but six, or may be, eight. When a merger merely maintains the existing equilibrium, it does not make for synergy. It is only when there is a geometric leap in the advantages accruing to a merged entity that synergy makes sense". All sound stuff; only, it did little to help Sawhney tackle the problem at hand. And this, the beleaguered CEO realised, was only the beginning. Convincing the best talent to stay put within the bank was the immediate objective. But there were other longterm ones. Like realising the benefits of the synergy Sen spoke about and ensuring that ABB ended up with a larger share of the market than any of its constituent entities. Sawhney had read all the right books on getting M & As to work for you, but this was real. And it was painful. "Heck," he thought, "we don't even share a common e-mail system'.

Questions:

- (a) Integration is critical to the success of a merger'. Comment;
 - (b) What should Sawhney do to strengthen both banks and develop a concrete business plan?
 - (c) What are the areas of compatibility and conflict between Bradbury Bank and Allen Bank?
 - (d) What kind of organisational structure should be put in place with a view to ensure smooth translation of rhetoric into action plans?; and
 - (e) As a consultant, what steps do you recommend to implement the integration?
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(DHAM 22)

M.B.A. (2 YEARS) DEGREE EXAMINATION, NOVEMBER 2021.

Second Year

Hospital Administration

HRM AND QUALITY MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A – (3 × 5 = 15 marks)

Answer any THREE questions

1. (a) Job analysis
- (b) Recruitment policy
- (c) Job evaluation
- (d) Welfare provisions
- (e) Payment of Wages Act, 1936
- (f) Job description

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. How do you assess the effectiveness of a training programme?
3. State the role of HRM in hospitals.
4. Explain the techniques employed in selecting personnel in hospitals.
5. Outline the health services available to employees in hospitals?
6. Trace out the application of provisions of maternity Benefit Act to hospitals?
7. Enumerate the process of HRP in hospitals.

SECTION C — (10 marks)

(Compulsory)

8. Case study:
Rakesh Mohan was human resource manager at Universal Manufacturing Company in Raipur. He was considering the need to recruit qualified tribal people for the Universal Manufacturing. Mr. Debu Yadav walked into his office. Got a minute? asked Debu, I need to talk to you about the recruitment trip to Bilaspur next week. Sure, Rakesh Mohan replied, I but, first I need your advice about something. How can we get more tribals who are truly needy to apply for work here? We have given advertisement in local newspapers and also in TV. I think you and Rajesh have made recruitment trips to every community college within 200 km. We have encouraged employee reference also. I feel that is the most reliable and effective source of new workers we have for this category of people. But we just aren't getting any tribal applicants, said Mr. Rakesh Mohan. From the president down the lower level management in Universal claimed

commitment to equal employment opportunity too. According to Rakesh Mohan, the commitment went much deeper than posting the usual placards and doing any welfare work for the people with the help of the central/state government.

The percentage of tribal employees at Universal still remained at only 5 per cent, while in the surrounding tribal community is more than 30 per cent. Even Universal paid competitive wages and had a good training programme. One very urgent need for the company was to recruit machine operator trainees. The machines were not difficult to operate and there was no educational requirement for the job. There were also several clerical and management trainee positions open. But the management of the company is worried about how to facilitate the employment of the son of the soil, especially the needy tribals of the region.

Questions:

- (a) What is the problem in this case?
 - (b) Evaluate the current recruitment efforts in the company; and
 - (c) How could Rakesh Mohan achieve the Universal goal of giving employment to the people of that region?
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(DHAM 23)

M.B.A. (2 YEARS) DEGREE EXAMINATION, NOVEMBER 2021.

Second Year

Hospital Administration

COUNSELLING SKILLS FOR MANAGERS

Time : Three hours

Maximum : 70 marks

SECTION A – (3 × 5 = 15 marks)

Answer any **THREE** questions.

1. (a) Termination of counselling relationship.
(b) Advising vs counselling.
(c) Performance counselling.
(d) Emotional disturbance.
(e) Cooperative counselling.
(f) Emotional detachment.

SECTION B – (3 × 15 = 45 marks)

Answer any **THREE** questions.

2. In increased stress levels of working a reason for growth of counselling services'. Comment.
3. Why is development of counselling relationship a significant stage of counselling process?
4. What are the skills required to assess the problems of clients?
5. Illustrate various applications of counselling to hospital situations.
6. What is the probability of changing behaviour of manager through counselling?
7. State the special problems of counselling.

SECTION C – (10 Marks)
(Compulsory)

8. Case study:

The shift-in-charge, Mr. Ram is an industrial Chemical manufacturing plant finds that one of his subordinates Mr. Sunder tends to take Mr. Ram's criticism of his indifferent work as indicating a personal animosity. Mr. Ram understands that Mr. Sunder believes that Mr. Ram is trying to make things difficult and unpleasant for him so that he may resign. Mr. Ram finds that more recently Mr. Sunder has tended to avoid him completely. If we see the problem with the help of Johari Window model, we will find that Mr. Ram is equally responsible for this situation as he must have contributed to the development of it either by his inactions or improper actions in the past. Now, if Mr. Ram has to be counsel Mr. Sunder to overcome this problem, how should he go about it? The situation is such that Mr. Sunder has become emotionally involved and has developed considerably hateful and suspicious attitude towards his superior, Mr. Ram. The latter is obviously unhappy about the situation. A thick communication barrier has developed between the two. They do not see eye to eye. There is a total stoppage of interpersonal interaction and a total breakdown in inter-personal relationship. As a result, the work suffers. The onus of correcting this situation is on the superior, Mr. Ram. Suggest a counselling framework that has to be followed by Mr. Ram.

M.B.A. (Two Years) DEGREE EXAMINATION,
NOVEMBER 2021.
Second Year
Hospital Administration
RESEARCH METHODS IN HOSPITALS

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Validity and reliability
- (b) Probability
- (c) Histogram
- (d) Factor analysis
- (e) Sources of health statistics
- (f) Multi-Dimensional Scaling (MDS).

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. What are the problems in the collection of health statistics?
3. State the usefulness of multi dimensional scaling in research.
4. Explain the objects and classification of data.
5. Elucidate the sources and uses of secondary data.
6. Enumerate the reliability and limitations of scaling techniques.
7. Outline different techniques of sampling used in research.

SECTION C — (10 marks)

(Compulsory)

8. Case Study:
Fit a linear regression of rice yield (X_1 quintals) on the use of fertiliser (X_2 kgs per acre) and the amount rain fall (X_3 inches), from the following data:

X_1 : 45 50 55 70 75 75 85

X_2 : 25 35 45 55 65 75 85

X_3 : 31 28 32 32 29 27 31

Estimate the yield when $X_2 = 60$ and $X_3 = 25$.

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M.B.A. (2 Years) DEGREE EXAMINATION,
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Second Year

Hospital Administration

PATIENT CARE AND BEHAVIOUR

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Protocols
- (b) Incineration and training
- (c) Patient Perception
- (d) Opinion leadership
- (e) Adult administration
- (f) Tort liability

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. What is the role of natural resources in patient care management?
3. State the provisions of Pollution Control Board Act relating to hospitals.
4. Examine different models of patient behaviour.
5. Describe the need and procedure of audit in hospitals.
6. Discuss the role of medical superintendent in hospitals.
7. Review the safety and security plans followed in hospitals.

SECTION C — (10 marks)

(Compulsory)

8. Case Study:
Sheena had worked for the same Fortune 500 Company for most 15 years. Although the company had gone through some tough times, things were starting to turn around. Customer orders were up, and quality and productivity had improved dramatically from what they had been only a few years earlier due company wide quality improvement program. So, it comes as a real shock to Sheena and about 400 of her co-workers when they were suddenly terminated following the new CEOs decision

to downsize the company. After recovering from the initial shock, Sheena tried to find employment elsewhere. Despite her efforts, after eight months of searching she was no closer to finding a job than the day she started. Her funds were being depleted and she was getting more discouraged. There was one bright spot, though: She was able to bring in a little money by mowing lawns for her neighbours. She got involved quite by chance when she heard one neighbour remark that now that his children were on their own; nobody was around to cut the grass. Almost jokingly, Sheena asked him how much he'd be willing to pay. Soon Sheena was mowing the lawns of five neighbours. Other neighbours wanted her to work on their lawns but she didn't feel that she could spare any more time from her job search. However, as the rejection letters began to pile up, Sheena knew she had to make an important decision in her life. On a rainy Tuesday morning, she decided to go into business for herself taking care of neighbourhood lawns. She was relieved to give up the stress of job hunting, and she was excited about the prospects of being her own boss. But she was also fearful of being completely on her own. Nevertheless, Sheena was determined to make a go of it. At first, business was a little slow, but once people realized Sheena was available, many asked her to take care of their lawns. Some people were simply glad to turn — the work over her; others switched from professional lawn care services. By the end of her first year in business, Sheena knew she could earn a living this way. She also performed other services such as fertilizing lawns, weeding gardens, and trimming shrubbery. Business became so good that Sheena hired two part-time workers to assist her and, even then, she believed she could expand further if she wanted to.

Questions:

- (a) In what ways are Sheena's customers most likely to judge the quality of her lawn care services.
 - (b) Sheena is the operations manager of her business. Discuss her responsibilities in daily business aspects.
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(DHAM 26)

M.B.A. (2 Years) DEGREE EXAMINATION,
NOVEMBER 2021.

Second Year

Hospital Administration
MANAGING HOSPITALS – II

Time : Three hours

Maximum : 70 marks

SECTION A – (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Distribution system of CSSD
(b) Laboratory layout
(c) ECG
(d) Intensive care units
(e) Outpatient department
(f) Centralization Vs Decentralization

SECTION B – (3 × 15 = 45 marks)

Answer any THREE questions.

2. What are the functions rendered by CSSD?
3. Describe the nature and significance of ambulatory care.
4. Discuss the techniques employed to dispose waste in laboratory.
5. Elucidate different kinds of X ray.
6. Enumerate the considerations in the location of OPD.
7. Bring out the facilities available in OPD.

SECTION C – (10 marks)

(Compulsory)

8. Case Study:

The district medical and health officer of chitoor district inspected Rayalaseema Hospitals in Tirupati. The officer during the rounds noted the following

- (a) In the laboratory of the hospital found cotton, pieces on the floor.
- (b) Registers were absent regarding the stock details of sterilized cotton.
- (c) Technician is with unsterile slipper.
- (d) Temperature monitoring registers are not maintained.
- (e) There is bad smell and dirt.

Questions:

- (i) As director of the hospital what measures do you suggest?
 - (ii) List out the registers that should be maintained.
 - (iii) Bring out the code that should be followed in the hospital.
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(DHAM 27)

M.B.A. (2 Years) DEGREE EXAMINATION, NOVEMBER 2021.

Second Year

Hospital Administration

LEGAL AND ETHICAL ISSUES

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any **THREE** questions

1. (a) Medical council of India act
- (b) Code of conduct
- (c) Medical Negligence
- (d) Tortuous liability
- (e) Consumer Protection Act
- (f) Police investigation

SECTION B — (3 × 15 = 45 marks)

Answer any **THREE** questions.

2. What are the important provisions of AP private medical care establishment Act, 2002?
3. State the recent amendments made to central births and deaths registration Act, 1969.
4. Enumerate the duties of medical staff towards patients.
5. Discuss the diagnosis, prescriptions and administration of drugs.
6. Explain the remedies available to patients under consumer protection Act.
7. Elucidate the formation of health care organisation in public sector as company.

SECTION C — (10 marks)

Compulsory

8. Case study:

Apollo hospital is situated in Chennai. It is a multi-speciality corporate hospital. B. Murugan, resident of Chennai was admitted into the hospital and died after 30 days of treatment in the hospital. On hearing the news about the death of the patient, counsellor approached the family members for donation of eye. Subsequently, cornea was retrieved from the patient.

Questions:

- (a) State the documents required for the donation of eye.
 - (b) What are the provisions of law relating to it? and
 - (c) Explain the legal parameters for eye donation.
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(DHAM 28)

M.B.A. (2 YEARS) DEGREE EXAMINATION,
NOVEMBER 2021.

Second Year

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) Cost and profit centres
(b) CVP analysis
(c) Accounting standards
(d) Depreciation
(e) Trial balance
(f) Activity Based Costing

SECTION B – (3 × 15 = 45 marks)

Answer any THREE questions.

2. Classify costs with regard to hospitals.
3. How do you estimate cost in laundry, water supply and food and beverages depts?
4. An analysis of Sultan Manufacturing Co. Ltd. led to the following information:

Cost element	Variable cost	Fixed cost (% of sales)
Direct material	32.8	
Direct labour	28.4	
Factory overheads	12.6	Rs. 1,89,900
Distribution overheads	4.1	Rs. 58,400
General administration Overhead	1.1	Rs.66,700

Budgeted sales are Rs. 18,50,000. You are required to determine:

- (a) the break-even sales volume
 - (b) the profit at the budgeted sales volume
 - (c) the profit if actual sales:
 - (i) drop by 10%
 - (ii) increase by 5% from budgeted sales.
5. General manufacturers had a debit of balance of Rs. 8,00,000 in their machinery account on 1.1.1992. The concern was charging depreciation @15% p.a. on diminishing balance. On 31. 3. 1992, a part of the machinery purchased on 1.1 .1989 at a cost of Rs. 70,000 was sold for Rs 45,000. New machinery was purchased for Rs. 80,000 on 1.7.1992 and Rs. 6,700 was spent for installation. On 31.12.1992 the concern decided to change the depreciation method from diminishing balance method to straight-line method. It was also decided to charge depreciation @ 10% p.a. under the new method. Prepare machinery account for the year 1992.
6. Describe the accounting standards followed in India.
7. Describe different types of books maintained in hospitals.

SECTION C – (10 marks)

Compulsory

8. Case Study:

From the following Trial Balance prepare Trading and Profit and Loss Account and Balance Sheet as on 31.12.1992

	Dr. (Rs.)	Cr. (Rs.)
Capital	–	5,000
Cash in hand	750	-
Bank overdraft 2%	-	1,000
Purchases and sales	6,000	7,500
Returns	500	1,000
Establishment charges	1,250	-
Taxes and insurance	250	-
Bad debts reserve	-	500
Bad debts	250	-
Sundry debtors and Creditors	2,500	925
Commission	-	250
Investments	2,000	-
Stock on 1.1.1992	1,500	-
Drawings	700	-
Furniture	300	-
Bills receivable and bills payable	1,500	1,250
Collected sales tax	-	75
	<u>17,500</u>	<u>17,500</u>
