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M.B.A. (2 years) DEGREE EXAMINATION, MAY – 2018

Second Year

HOSPITAL ADMINISTRATION

Strategic Management

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) Nature of strategic management.
b) Mission.
c) Ethics in hospitals.
d) Operating environment in the hospital.
e) Diversification.
f) Six sigma.

SECTION - B

Answer any three questions.

(3 x 15 = 45)

- Q2)** Explain steps involved in strategic management.
- Q3)** Discuss various factors involved in formulating the vision.
- Q4)** Explain factors influencing business under economic environment.
- Q5)** Describe various elements of value chain analysis in hospitals.
- Q6)** What is strategic alliance? Explain its forms and advantages.
- Q7)** Explain strategic evaluation by using BCG matrix.

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

Mr. Palani, Chairman of a company just had a discussion with a group of local people. The group known as 'Council for Environmental Action' demanded an immediate reduction of the pollutants thrown into the air by the plants of the company. Mr. Palani had explained the company's policy of gradual reduction of pollutants and promised to study the matter further. But the group has not satisfied and asked for another meeting in a week time. Mr. Palani reluctantly agreed.

Suggest a suitable proposal to present before the group in the next meeting to convince it totally.



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M.B.A. DEGREE EXAMINATION, MAY – 2018

Second Year

HOSPITAL ADMINISTRATION

HRM & Quality Management

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) Job description.
b) Induction.
c) Dismissals.
d) Working conditions.
e) Objects of ESI Act, 1948.
f) Minimum wage.

SECTION - B

Answer any three questions.

(3 x 15 = 45)

- Q2)** Discuss role of HRM in hospitals.
- Q3)** What do you mean by recruitment? Explain various sources of recruitment to hospitals.
- Q4)** Explain various methods of training applicable to hospitals.
- Q5)** Explain the process of job evaluation.
- Q6)** Discuss salient features of employee's provident fund Act, 1952.
- Q7)** Explain salient features of payment of bonus Act.

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

In March 2006, some leading IT services companies in India such as Wipro Technologies (Wipro) and IBM India dismissed several employees, when they discovered that the information provided in the employees' Curriculum Vitae (CVs) was false. The companies also blamed some of the recruitment agencies which had recruited the dismissed employees, for helping them to fake their CV's. These charges and allegations highlighted the growing problem of fake CVs in the Indian job market. The phenomenon of fake CVs was not just restricted to the software industry. It was also prevalent in other sectors like ITeS, financial services, retail etc. It was estimated that Rs.400 crores was spent by Indian companies for filling 2,00,000 jobs a year in these sectors and 10-12% of the selected candidates had submitted false information in their CVs. However, the extent of falsification was believed to be much higher in the IT and ITeS sectors as they accounted for 50% of the 2,00,000 jobs and were highly attractive to job seekers due to their high salary packages and other benefits.

The main areas for falsification were work experience, expertise and skills, educational qualifications, and previous salary packages. It was reported that in many cases the falsification of the CV's was done with active collaboration of recruitment agencies and at times even with the knowledge and connivance of the company's recruitment managers. The boom in the Indian job market had resulted in the growth of the recruitment industry and it was reported that 1,500 new recruitment agencies were set up since 2004 to cater to the growing demand. The issue of fake CVs highlighted concerns regarding the professional practices and ethics of the recruitment agencies. Industries which used the services of these agencies were concerned about the negative perceptions the issue might create with customers based in foreign countries. They felt that this problem, if unchecked, could negate India's status as a favorable destination for outsourcing of software and BPO services. The Executive Recruiters Association (ERA), the association of the Indian recruitment industry, expressed its regrets on this issue and promised strict action against the erring member agencies.

Questions:

- a) Elucidate the problem in this case.
- b) State the ethical issues in this case.
- c) Should the companies go for direct recruitment or outsource?
- d) Suggest suitable methods for improving this situation.



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M.B.A. DEGREE EXAMINATION, MAY – 2018

Second Year

HOSPITAL ADMINISTRATION

Counselling Skills for Managers

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) Counselling Vs. transdental meditation.
b) Counselling strategy.
c) Client.
d) Attitude of counsellor.
e) Manage vehicle.
f) Emotional release.

SECTION - B

Answer any three questions.

(3 x 5 = 15)

- Q2)** Critically examine the growth of counselling services in India.
- Q3)** Describe the process of counseling.
- Q4)** Discuss the effect of counselling on client behavior.
- Q5)** Explain special problems faced in counselling.
- Q6)** How does counselling improve performance? Explain.
- Q7)** Explain about counselling interventions.

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

At a time when most retailers had a decline in earnings, the Humboldt Retail Chain showed great increases. The executives at Humboldt attribute the profit performance largely to the relatively new managerial style, which emphasizes group decision making and personnel policies similar to those used by the Japanese, with an emphasis on job security and harmonic relationships with both employees and customers.

The current chairman of the board (who, however, is soon to retire) practices consensus management, giving managers ample opportunities to participate in most major decisions. This, in turn, helps managers to understand what is going on at the various levels in the organization. At the same time, the team approach facilitates the development of managers. For example, one committee deals with policy areas such as strategic issues. Through group participation, younger managers become familiar with the critical issues facing the firm.

While most managers at Humboldt feel that the group management approach is working well, Richard Newstrom, a young manager with a master's degree from a highly respected business school, is not quite as optimistic about this approach. He thinks that managers waste their time in committee meetings and that group decisions are compromises and may not be optimal. In order to emphasize his point, he quotes a number of clichés about the weaknesses of committees.

His colleagues, however, point out that the team approach breaks down some of the departmental barriers and facilitates coordination among divisions. They admit that developing plans in a group may be time-consuming, but their implementation is swift. Moreover, they argue that the team approach encourages managers to explore many more alternatives than with individual decision making, and people in different age groups and with different perspectives have an input.

Newstrom does not agree with his colleagues. He suggests that the team approach at Humboldt works only because of the managerial style of its chairman and that as soon as he retires, collaboration among managers will come to an end.

Questions:

- e) What are the advantages and disadvantages of the group decision approach?
- f) What accounts for the negative attitudes toward committees?
- g) How can committees or teams, be made more effective?



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M.B.A. (2 years) DEGREE EXAMINATION, MAY – 2018

Second Year

HOSPITAL ADMINISTRATION

Research Methods in Hospitals

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) Rating scale.
b) Observation.
c) Sensus and sample.
d) Principal component analysis.
e) Vital statistics.
f) Direct research techniques.

SECTION - B

Answer any three questions.

(3 x 15 = 45)

- Q2)** What do you understand by measurement scales? Explain various types of measurement scales in detail.
- Q3)** Explain probability and non-probability sampling techniques.
- Q4)** What is primary date? Explain methods of collecting primary date.
- Q5)** Explain application of factor analysis in hospital research.
- Q6)** Discuss problem in collection of cyclone data.
- Q7)** Discuss steps involved in SPSS to Conduct discriminant analysis.

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

Ashok Leyland, a major manufacturer of Trucks and Buses, has decided to make a foray into small passenger transport vehicles. Their product development team has developed an MUV (Multi Utility Vehicle) with 7 seats and 8 seats configuration. They found that MUVs like Toyota Innova, GM Tavera and many more other models from Mahindra and Tata Motors are doing good business in India. The company outsourced the research to find out the market potential for MUV in India to Market Research Group (MRG). MRG conducted sample market studies in Salem in Tamilnadu and Gorakhpur in Uttar Pradesh. They submitted a market potential report to Ashok Leyland, which suggested that there is good potential in the market for MUV. Based on the research report, the company launched the MUV Stile with technological collaboration with Nissan India Ltd. This product is similar to Nissan Evalia. In May 2015. Ashok Leyland took a decision to withdraw Stile due to weak sales.

Questions:

- h) Was the research done by MRG scientific?
- i) What were the limitations in the research methodology?
- j) What could have been appropriate research method?



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M.B.A (2 YEARS) DEGREE EXAMINATION, MAY - 2018

Second Year

HOSPITAL ADMINISTRATION

Patient Care and Behaviour

Time : 3 Hours

Maximum Marks : 70

SECTION - A

Answer any three questions

(3 × 5 = 15)

- Q1)** a) Grief counselling
b) Importance of public and guest relations
c) Tort liability
d) Crisis management
e) Personality
f) Medical audit

SECTION - B

Answer any three questions

(3 × 15 = 45)

- Q2)** Discuss the importance of improving the quality care of patients.
- Q3)** Explain the role of resident medical offices in detail.
- Q4)** Explain general policies and procedures of the hospitals for patients and personnel.
- Q5)** Discuss information search process.
- Q6)** Discuss reference group influence on buyer behavior in health care.
- Q7)** Explain need and procedure for medical audit.

SECTION – C

Compulsory

(10)

Q8) Case Study

There is no doubt about the patient care in corporate hospitals but how the patient care is being administered is a great concern. Proper diagnosis, proper medicine etc., have been taken care of by the corporate hospitals in the name of patient care. But, apart from medicines, other facilities etc., we believe that the concept of patient care must be treated more on psychological basis not exclusively on medical basis. Of course, hospitals are taking care of psychological factors also in the name of 'counselling'. But this is not enough for patient care concept.

Recently a cardiac assest patient was admitted in the corporate hospital and fortunately he was survived with the good medical care taken by the hospital. But the patient was supposed to be kept in the hospital for a week for observation after cardiac operation and during this week though he was given medical attention, he was feeling loneliness and psychologically not feeling well due to the environment in the hospital.

Questions:

- a) What made the patient not happy during his stay in the hospital?
- b) Highlight you answer with special reference to psychological aspect.
- c) What suggestions you offer to the corporate hospitals for the provision of facilities which throw light on non-medical facilities about patient care?



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M.B.A (2 YEARS) DEGREE EXAMINATION, MAY - 2018

Second Year

HOSPITAL ADMINISTRATION

Managing Hospitals - II

Time : 3 Hours

Maximum Marks : 70

SECTION - A

Answer any three questions

(3 × 5 = 15)

- Q1)** a) Location of CSSD
b) Waste disposal
c) ECG
d) Lighting in OT
e) Location of outpatient department
f) Centralisation of laboratory services.

SECTION - B

Answer any three questions

(3 × 15 = 45)

- Q2)** Bringout workflow at CSSD
- Q3)** Discuss importance of ambulatory care in hospitals.
- Q4)** Explain safety precautions to be followed in laboratories
- Q5)** Explain factors determining location of radiology
- Q6)** Describe pre-requisites of operation theatre.
- Q7)** Explain flow pattern of patients in OPD

SECTION – C

Compulsory

(10)

Q8) Case Study

A patient, aged 80 years was admitted into a super speciality — hospital in Hyderabad. An operation was carried over after 2 days of admission. In the operation theatre, the doctor wrongly did surgery in the left hand side instead of right hand side by mistake. It was noticed after a week. The patient made a complaint to the competent authority in the hospital. The operation was again conducted and the billing dept made the bill for both the surgeries. What is legal remedy available to the patient? State the consequences of their case from the view point of the patient and the doctor who first did surgery wrongly. Explain the legal position.



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M.B.A (2 YEARS) DEGREE EXAMINATION, MAY - 2018

Second Year

HOSPITAL ADMINISTRATION

Legal and Ethical Issues

Time : 3 Hours

Maximum Marks : 70

SECTION - A

Answer any three questions

(3 × 5 = 15)

- Q1)** a) Medical negligence
b) Medical ethics
c) Need for ethics in hospitals
d) Vicarious liability
e) Medical council of India.
f) Infant milk substitutes

SECTION - B

Answer any three questions

(3 × 15 = 45)

- Q2)** Discuss formation of health care organisation under partnership
- Q3)** Explain salient features of transplantation of human organ Act, 1994.
- Q4)** Explain duties of medical and paramedical staff towards patients.
- Q5)** Discuss court delebrations on organ transplantation
- Q6)** Write about criminal liability and defences available to hospitals.
- Q7)** Discuss salient features of consumer protection act.

SECTION – C

Compulsory

(10)

Q8) Case Study

hospital is situated in Delhi. It is a multi specialty corporate one. B.Murali Das, resident of Delhi was admitted into the hospital with major accident. After 20 days patient was declared brain dead. Parents of the patients wants to donates his kidney and other organs for others. On hearing the news, counseller approached the family members of the deceased for donation of organs. Subsequently, cornea and kidneys retrived from the patient.

Questions:

- a) State the documents required for the donation of eyes and kidneys.
- b) What are the provisions of law relating to it? ; and
- c) Explain the legal parameters for eye and kidney donation.



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

Second Year

HOSPITAL ADMINISTRATION

Hospital Cost and Financial Accounting

Time : 3 Hours

Maximum Marks : 70

SECTION - A

Answer any three questions

(3 × 5 = 15)

- Q1)** a) Opportunity cost
b) Marginal costing
c) Make or buy decision
d) Trail balance
e) Straight – line method
f) Abnormal loss

SECTION – B

Answer any three questions

(3 × 15 = 45)

- Q2)** Explain various types of costs in detail.
- Q3)** On 1-1-2000 'X'co.Ltd purchased a machine for Rs.60,000 and ₹20,000 were spent on its erection charges. On 1.7.2001 another machine was purchased for Rs.52,000 and on 1.7.2002, the first machine was sold Rs.64,000. On the same date, another machine was purchased for Rs.50,000. On 1.1.2003 the second machine was sold for Rs.46,000. Depreciation was provided on machine at the rate of 10% per annum on the original cost annually on 31st Dec. prepare machine account for four calendar years.
- Q4)** Manufacture of product A takes 20hours on machine no 101. It has a selling price of Rs.150 and marginal cost of Rs.110. Component part Y could be made on machine no.101 in 4 hours. The marginal cost of component part is Rs.9 of which outside suppliers price is Rs.15
Should one make or buy component Y. Discuss in both situation when
a) Machine no.101 is working at full capacity.
b) There is idle capacity.
- Q5)** Explain according principals and standards in detail
- Q6)** Explain various methods of inventory valuation
- Q7)** Discuss application of activity based costing in a corporate hospital.

SECTION – C
Compulsory

(10)

Q8) Case Study

From the following trail balance prepare trading profit & Loss account and balance sheet as on 31st Dec, 2016

| Particulars | Dr.(₹) | Cr(₹) |
|-------------------|--------------|--------------|
| Capital | – | 25,000 |
| Loans | – | 5,000 |
| Sales | – | 35,000 |
| Account payable | – | 4,000 |
| Bills payable | – | 5,000 |
| Purchase returns | – | 2,000 |
| Dividend received | – | 3,000 |
| Plant & machinery | 13,000 | – |
| Buildings | 17,000 | – |
| Receivables | 9,650 | – |
| Purchases | 18,000 | – |
| Discount allowed | 1,200 | – |
| Wages | 7,000 | – |
| Salaries | 3,000 | – |
| Travelling exp | 750 | – |
| Freight | 200 | – |
| Insurance | 300 | – |
| Commission paid | 100 | – |
| Cash in hand | 100 | – |
| Bank | 1,600 | – |
| Repairs | 500 | – |
| Interest on loans | 600 | – |
| Opening inventory | 6,000 | – |
| | <u>79000</u> | <u>79000</u> |

Additional date:-

- a) Closing inventory ₹8,000
- b) Depreciation on plant & machinery at 15% and 10% on buildings
- c) Provision for doubtful receivables ₹500
- d) Insurance prepaid ₹50
- e) Outstanding rent ₹100

