

Total No. of Questions : 8]

**DHAM01**

**M.B.A. (2 Years) DEGREE EXAMINATION, JUNE/JULY - 2019**

**(First Year)**

**HOSPITAL ADMINISTRATION**

**MANAGEMENT PROCESS & ORGANIZATIONAL BEHAVIOUR**

**Time : 3 Hours**

**Maximum Marks : 70**

**SECTION - A**

Answer any THREE questions.

**(3X5 = 15)**

**Q1)a)** Significance of management.

b)What is Directing?

c)What is Controlling?

d)Leadership styles.

e)Group norms.

f) Define organizational culture.

**SECTION - B**

Answer any THREE questions.

**(3X15 =45)**

**Q2)** Discuss the need and importance of contingency theory.

**Q3)** Explain principles of TQM with suitable examples.

**Q4)** What is motivation? Explain need hierarchy theory in detail.

**Q5)** What is Manegerial grid style? Discuss how it is useful in hospital administration?

**Q6)** What is an attitude? Discuss the importance of attitudes on management.

**Q7)** Illustrate the implications of organizational climate on organizational behaviour.

## SECTION - C

(Compulsory)

(10)

**Q8)** Case Study (Separate sheet enclosed)

Fine Constructions was engaged in the fabrication of heavy structurals. The company had six shops beside engineering, accounts, personnel, sales, and administrative departments. It employed 7000 men. The chief executive of the company was the General Manager.

In one of the shops employing 1000 men, 900 tons of structures were fabricated every month. The day-to-day management of the shop was entrusted to the Manager, who was assisted by the senior Foreman. The three main sections of the shop were preparation, Marking and finishing.

In the Marking and Finishing Sections, the work was supervised by two foremen each. The Preparation Section was under the direct supervision of the Senior Foreman, who, in addition, Planned and coordinated the work of all the three sections. The preparation section was responsible for the collection and classification of works orders, for reading intricate machine And structural drawings, determination of priorities of execution orders, checking bills of materials, and processing raw materials for fabrication. This section had 200 men on the rolls.

In 1981, the shop started receiving heavy orders, and as the work-load increased considerably, the Senior Foreman was unable to cope with it. On the Manager's recommendation, the General Manager sanctioned two new posts of Foremen for the preparation section. Two Progress Incharges attached to the Senior Foremen were thus rendered surplus and thier principal work, namely, reporting progress of work in the shop, was transferred to the Production Planning Department. This action of the General Manager had the concurrence of the Manager. The Incharges themselves were not transferred to the Production Planning Department, as this had its own departmental men to take care of this work. They continued on the rolls of the shop, awaiting orders for transfer to vacancies of equivalent grade in other shops.

The minimum qualifications for the recently created posts of Foremen, prescribed by u Joint Committee, were a diploma in engineering And five years experience in structural shop. The posts were advertised for in the organization but none of the

applicants was found suitable for appointment. The Incharges concerned, who were non-matriculants, did not apply, as they did not possess the prescribed qualifications. The posts were therefore advertised in the press. Three outside candidates applied. Only one appeared for the interview and he was not considered suitable for appointment.

The case of the two surplus Incharges did not come within the purview of the grievance procedure in operation, in the company, as it involved a change in the minimum qualifications prescribed for the post of Foreman. As, however, they were powerful members of the union executive, the secretary of the recognized trade union took up their case for appointment as foreman with the General Manager. The union Secretary argued that they had been doing part of the foremen's job before the posts were created and, in the absence of suitable candidates they should be preferred for promotion.

The General Manager maintained that the men concerned were not qualified for the posts and did not possess the technical background required to perform the Foreman's duties. The written Job-descriptions of the posts of Progress in Charge and Foreman prepared by the Joint Committee indicated that the job content of the former was only about 25% of that of a Foreman and only, on the administrative side. They did not supervise the work of the preparations section in any way, where there were mysteries in line for promotion. The latter, though good in their own area, could not be promoted as they were not technically qualified to hold the higher position.

After prolonged discussion, the General Manager conceded that in the circumstances, the Incharges would be given an opportunity to prove their fitness for the job. It was also agreed that in the first place, test specifications for the posts of Foreman would be worked out by a Joint Committee and given to the men concerned if they wished, they would also be given guidance for a period of three months, to learn the job. They would then be subjected to a test by the Training Officer, and if they passed the test, they would be promoted to Foremen.

The manager communicated this decision to the senior Foreman in the presence of the two men. He readily agreed to give them the necessary guidance whenever they requested it. However they maintained that the decision was not only to give them guidance when asked for, but fulltime training and guidance in order to enable them

to pass the test. On hearing this, the Senior Foreman remarked : I have no one to spare primarily for the purpose of training them to pass the test.

**Questions :**

- a) What is the main problem in the case?
- b) Identify and discuss the stage and action required to tackle the problem before it become a grievance. Comment on the role of the management.
- c) Critically evaluate the grievance and the follow-up action. Evaluate the union management compromise and its possible consequences with your own point of view, in detail.
- d) If you were the manager of the 'shop', how would you handle the problem, after the senior Foreman's remark about sparing the 'Incharges' for three months?

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**DHAM02**

**M.B.A.(2 years) DEGREE EXAMINATION, JUNE/JULY - 2019**

**(First Year)**

**HOSPITAL ADMINISTRATION**

**Marketing Management & Marketing of Services**

**Time : 3 Hours**

**Maximum Marks : 70**

**SECTION - A**

Answer any THREE questions.

*(3X5 = 15)*

**Q1)a)** What is Service ?

b)Physical Evidence.

c)Customer Relationship Management.

d)Pricing of Services.

e)Health Insurance.

f) Medical camp.

**SECTION - B**

Answer any THREE questions.

*(3X15 =45)*

**Q2)** What is Market Segmentation? Discuss the procedure of Market Segmentation.

**Q3)** Define Market Research. Explain the steps in Market Research.

**Q4)** Discuss the Barriers of Effective CRM.

**Q5)** Define Market Skimming. Discuss its role in health services.

**Q6)** What is social Security? How do you promote health insurance? Explain.

**Q7)** Discuss the role of internet in promoting services.

## SECTION - C

(Compulsory)

(10)

**Q8)** Case Study.

### **ABD Hospitals**

Hospital is the place where patients have enough problems with their illness added to this poor service from the staff. Whether the physician, the nurse, the waiter, emergency room, the rude behavior of admitting staff. The strikes of maid who cleans the bed, the pharmacy operated with limited hours, the unhelpful parking attendant. The cafeteria-all this suggests that the hospitals are running on their convenience, but not for the patient, his family.

Hospitals are the places that “guaranteed service” are to deliver. ABC hospitals has set up a fund of Rs.12,00,000 out of which they pay patients who have justified complaint ranging from cold food to overlong waits in the emergency room. The “popper” is that the money notpaid out of fund at the end of the year will be divided among the hospital’s employees. This plan had added tremendous incentives for the staff to treat the patients well. If there are 200 hundred employees and no patient was paid any compensation at the end of the year. Each employee gets Rs. 6.000 has bonus.

In the first six month, the hospital had to pay out only Rs. 25,000 to patients. Hospitals today are turning to visitor room to train and motivate physicians, nurse and other employees.

### **Questions :**

- a) What is the role of employee’s service in achieving customer satisfaction in hospital?
- b) Dose the concept of service profit system will help to improve?
- c) Explain some important problems of healthcare market and suggest some solutions.

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**DHAM03**

**M.B.A.(2 years) DEGREE EXAMINATION, JUNE/JULY - 2019**

**(First Year)**

**HOSPITAL ADMINISTRATION  
Introduction to CompAuters and MIS**

**Time : 3 Hours**

**Maximum Marks : 70**

**SECTION - A**

Answer any THREE questions.

**(3X5 = 15)**

**Q1)**a) Explain about RAM, ROM.

b)Secondary memory.

c)How do you create a slide is powerpoint?

d)What is a Report in MS-Access ?

e)What is an Information Systems?

f) Computer networks.

**SECTION - B**

Answer any THREE questions.

**(3X15 =45)**

**Q2)** Explain about input/output devices with suitable Examples.

**Q3)** What is an operating system ? Explain different types with suitable examples.

**Q4)** What is Mail merge ? Discuss the procedure of mail merge.

**Q5)** How do you create Graphs in Ms-Acess? Write its procedure.

**Q6)** Define Information Resource Management? Discuss the role of information system in decision Making.

**Q7)** What is a Query language? Discuss in detail.

### **SECTION - C**

(Compulsory)

**(10)**

**Q8)** Case Study.

The director of information systems of a major engineering firm is pondering whether to break apart and totally reconfigure his computer operations centre. At present, a single large computer supports the company's batch and online systems. Work loads are quite erratic and in the past year long response time delays on the online systems, combined with batch schedules, have put him under considerable pressure to provide more responsive service.

Questions :

- a) Suggest several alternative hardware configurations and evaluate them in terms of both overall efficiency and responsiveness to user needs.
- b) What other actions might be taken to improve responsiveness to user needs without reconfiguring the hardware?





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**DHAM04**

**M.B.A.(2 Years) DEGREE EXAMINATION, JUNE/JULY - 2019**

**(First Year)**

**HOSPITAL ADMINISTRATION**

**Health Care and Operations Management**

**Time : 3 Hours**

**Maximum Marks : 70**

**SECTION - A**

Answer any THREE questions (3X5 = 15)

**Q1)a)** Health policy.

b)Back Office

c)Productivity.

d)Value Engineering.

e)Quality and reliability.

f) Bio-medical Technology.

**SECTION - B**

Answer any THREE questions

**(3X15 =45)**

**Q2)** Discuss the Growth and history of health sector in India.

**Q3)** Explain the steps in selection of location of a hospital.

**Q4)** Discuss the types of layouts with suitable Examples.

**Q5)** Discuss the techniques of work measurement.

**Q6)** Explain various methods of waste disposals.

**Q7)** Discuss different methods in maintenance of a hospital.

## SECTION - C

(Compulsory)

(10)

### **Q8)** Case Study

Every business has to determine whether they should perform a service themselves in-house or outsource that particular service to an outside vendor. Facility services and managements are just two of the services that can be performed either in-house or outsourced to a vendor.

A company to outsource highly-visible or important services. Once you look at all the things a company must do to handle a service in-house (and keep it running continuously), it becomes more evident why many companies choose outsourcing versus operating a service in-house. If a service is provided in-house, a company must :

- Locate a qualified employee
- Train the employee
- Pay employee wages and benefits.
- Provide the employee a physical workspace
- Provide the required equipment and technology.

With outsourcing, the company must only :

- Locate a reliable and high-quality vendor
- Pay the vendor for the services provided.

Trying to structure your business today can be a difficult task. With each decision that is made, there are many questions that should be asked first ; what and how can we increase profits the most, what and how can we cut cost? How can I increase efficiency? How can I control capital cost? To answer that question, some businesses choose to outsource parts of it business structure. With one definition of outsourcing being the process of contracting a third party, you then have to ask yourself how or where the work will be performed.

Choose a service in Hospital and prepare a outsourcing plan for that service.

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**DHAM05**

**M.B.A.(2 Years) DEGREE EXAMINATION, JUNE/JULY - 2019**

**(First Year)**

**HOSPITAL ADMINISTRATION**

**Hospital Planning and Engineering**

**Time : 3 Hours**

**Maximum Marks : 70**

**SECTION - A**

Answer any THREE of the following (3X5 = 15)

- Q1)**a) Area wide Planning.
- b)Occupancy and Bed ratios.
- c)Hospital Constitution.
- d)Environmental regulations.
- e)Construction cost.
- f) Accreditation.

**SECTION - B**

Answer any THREE of the following (3×15=45)

- Q2)** What are the measures to be taken by the hospitals in better patient care?
- Q3)** How do you determine the logical centers for hospital location ? Explain.
- Q4)** Discuss the legal formalities in hospital construction.
- Q5)** Discuss the functions of Radiology in detail.

**Q6)** What are medical services ? Discuss with suitable examples.

**Q7)** Discuss the role of supportive services in hospital management.

**SECTION - C**

**(Compulsory)**

**(10)**

**Q8)** Case Study

Dr. Raju is an orthopaedic doctor. His wife is also a doctor. She is a gynaecologist. They are planning to construct their own hospital with this two specialisations along with paediatrician. They approached you to construct a hospital for them.

Prepare a plan for this hospital with various infrastructure facilities required.

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Total No. of Questions : 8]

**DHAM06**

**M.B.A.(2 Years) DEGREE EXAMINATION, JUNE/JULY - 2019**

**(First Year)**

**HOSPITAL ADMINISTRATION**

**Hospital Economics and Financial Management**

**Time : 3 Hours**

**Maximum Marks : 70**

**SECTION - A**

Answer any THREE of the following (3X5 = 15)

**Q1)**a) Interdependency income.

b) Consumption.

c) Cost function.

d) Break-even analysis.

e) MM hypothesis

f) A.R.R.

**SECTION - B**

Answer any THREE of the following (3X15 = 45)

**Q2)** Explain the nature and scope of Economics.

**Q3)** Define Elasticity. Discuss the methods of Elasticity.

**Q4)** How do you determine price under monopoly? Discuss.

**Q5)** Discuss the sources of long term funds in detail.

**Q6)** Explain the techniques of Discounted cash flow in detail.

**Q7)** Discuss the determinants of working capital.

**SECTION - C**

**(Compulsory)**

**(10)**

**Q8)** Case Study

A firm has two investment opportunities, each costing Rs. 100000 and each having an expected profit as shown below:

Year	1	2	3	4
Project A (Rs.)	50,000	40,000	30,000	10,000
Project B (Rs.)	20,000	40,000	50,000	60,000

After giving due consideration to the risk criterion in each project the management has decided that project A should be evaluated at a 10% cost of capital and project B, a risky project with a 15% cost of capital.

Calculate the NPV and suggest the course of action for the management if :

- a) Both the projects are independent.
- b) Both are mutually exclusive.

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Total No. of Questions : 8]

**DHAM07**

**M.B.A.(2 Years) DEGREE EXAMINATION, JUNE/JULY - 2019**

**(First Year)**

**HOSPITAL ADMINISTRATION**

**Medical Terminology & Records**

**Time : 3 Hours**

**Maximum Marks : 70**

**SECTION - A**

Answer any THREE of the following (3X5 = 15)

- Q1)**a) Naturopathy.  
b) Homeopathy.  
c) Pathology.  
d) Pediatric Services.  
e) Nursing records.  
f) Theatres Records.

**SECTION - B**

Answer any THREE of the following (3X15 = 45)

- Q2)** Explain about preventive and curative medical care.  
**Q3)** Explain the differences between general and speciality hospitals.  
**Q4)** Discuss the services in Dermatology.  
**Q5)** Explain about coronary care services.  
**Q6)** What are the uses of maintaining operation theatres Records?

**Q7)** Discuss the uses of Medico legal records.

**SECTION - C**

**(Compulsory)**

**(10)**

**Q8)** Case Study

Assuming you are a senior person having rich experience in managing hospitals since last 20 years. Your friends want to construct a new hospital with the following specialisations: cardiology, urology, orthopaedic and nephrology. They approached to decide various documents to be maintained in various departments for outpatients and inpatients. Advise them.

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Total No. of Questions : 8]

**DHAM08**

**M.B.A.(2 years) DEGREE EXAMINATION, JUNE/JULY - 2019**

**(First Year)**

**HOSPITAL ADMINISTRATION**

**Managing Hospitals - I**

**Time : 3 Hours**

**Maximum Marks : 70**

**SECTION - A**

Answer any THREE of the following:

**(3X5 = 15)**

**Q1)a)** Scope of house keeping.

b)Functions of house keeping.

c)Functions of laundry.

d)Fiber food.

e)What is a drug?

f) Security in hospitals.

**SECTION - B**

Answer any THREE of the following: (3X15 = 45)

**Q2)** Write the role and responsibilities of house keeping in hospital management.

**Q3)** Write the functions of linen services in detail.

**Q4)** Discuss various dietary services with suitable examples.

**Q5)** Discuss about ethics in drugs Management.

**Q6)** Critically examine the responsibilities of a pharmacy manager.

**Q7)** Explain the role of security services in hospitals.

**SECTION - C**

**(Compulsory)**

**(10)**

**Q8)** Case Study : (Separate sheet enclosed)

AP Pollution Control Board officials brought to your notice that during inspection they found that there is a poor biomedical waste management practices in your hospital. As an administrator,

*Question :*

- a) How will you approach to this problem?
- b) What corrective measures you initiate ?
- c) What are the preventive measures you recommend?

**x      x      x**