

M.B.A. DEGREE EXAMINATION, MAY – 2015

Second Year

HOSPITAL ADMINISTRATION

Paper - I : Strategic Management

Time : 3 Hours

Maximum Marks: 75

SECTION - A

(3×5 =15)

Answer any Three of the following

- 1) a) Concept of strategic management.
b) Hospital mission.
c) Competition among hospitals.
d) Value chain in hospitals.
e) Strategic alliances.
f) Balance score.

SECTION - B

(3×15 =45)

Answer any Three of the following

- 2) Explain the need for strategic management in hospitals.
3) What is the social responsibility of hospitals.
4) State the ethical dimensions of hospitals.
5) Bring out the operating environment in hospitals.
6) Give an account of joint ventures in hospitals.
7) Discuss the six sigma approach for hospitals.

Compulsory

8) Akim, a high school teacher, wanted to earn some extra money to help provide better care for himself, his wife, and their expected baby. After studying the lawn care business in the local area, he decided there was a place for him to operate a part-time business. His niche would be cutting and caring for private lawns and doing contract work on common ground in prosperous neighborhoods.

Using his credit cards, Akim bought the equipment he needed. Then he used his home computer and printer to make up business cards and circulars to be distributed in the neighborhoods he had selected as his niche.

Akim priced his service by stating a low figure based on the time he thought it would take to finish the job. Then, based on that experience, he'd set a price to do the yard in the future.

Things went well until summer vacation. Then business improved so much that he couldn't handle it all by himself, but he had difficulty finding capable and dependable help. Also, many of his customers wouldn't pay when billed. Finally, unable to find a quick and reasonable source of repairs for his equipment-which he could ill afford, anyway-he called it quits after two years. He was unable to sell his equipment!

Questions:

- a) What did Akim do right in starting his business?;
- b) Was there anything he should have done that he didn't do?; and
- c) What marketing concepts apply to a small business of this nature?



(DHAM 22)

M.B.A. DEGREE EXAMINATION, MAY – 2015

Second Year

HOSPITAL ADMINISTRATION

Paper – II : HRM & Quality Management

Time : 3 Hours

Maximum Marks: 75

SECTION - A

(3×5 =15)

Answer any Three of the following

- 1) a) Job enrichment.
b) Induction.
c) Safety measures in hospital.
d) Maternity benefits.
e) Promotion policy.
f) Sources of recruitment of doctors.

SECTION - B

(3×15 =45)

Answer any Three questions

- 2) What are the objects and functions of HRM?
3) State the tests employed in the selection of staff in a hospital.
4) Explain the applicability of EPF Act to hospitals.
5) How is Job evaluation organised in hospitals.
6) Discuss the role of HRM in hospitals.
7) Describe the applicability of minimum wages Act to hospitals.

SECTION - C

(15)

Compulsory

- 8) Mrs. R. Kumari worked for 20 years in the Horlicks Biscuits Ltd. She joined Nutrine Biscuits Ltd. as the production manager. She was supposed to attend a routine departmental heads' meeting last Friday at 4 p.m. which was presided over by the company's Managing Director. She did not attend the meeting, having no formal or informal communication. The Managing Director was displeased with her absence as there were many important matters to be discussed regarding production management. Mrs. R. Kumari was called by the managing director on the very next day asked her explanation for not having attended meeting. She replied that there was no information. The secretary said that since it was a routine meeting and as such information was not sent to any departmental head. But all other department heads except Mrs. R. Kumari attended the meeting. Then, the managing director spent a lot of time to find the person responsible for the incident. But he could not succeed.

Questions:

- a) Why is that incident occurred? ;
- b) Who is responsible for it? ; and
- c) How do you propose to avoid recurrence of such problems?



M.B.A. DEGREE EXAMINATION, MAY – 2015

Second Year

HOSPITAL ADMINISTRATION

Paper - III : Counseling Skills for Managers

Time : 3 Hours

Maximum Marks: 75

SECTION - A

(3×5 =15)

Answer any Three of the following

- 1) a) Attitude of counsellors.
b) Counselling internations.
c) Qualities of counsellors.
d) Skills of counsellors.
e) Transdental meditation.
f) Emotional release.

SECTION - B

(3×15 =45)

Answer any Three questions

- 2) Examine the process of counselling.
3) Why it is required counselling services?
4) What are the problems of clients?
5) State the strategies available for counselling.
6) How do you change the behaviour of client through counselling.
7) Bring out the application counselling in hospitals.

SECTION - C

(15)

Compulsory

8) Bob Lane was appointed supervisor of thermostat section at Bluestone Manufacturing Company. Bluestone manufactured heating and air conditioning equipment for residential and industrial buildings. This was Bob's first job after graduation and he was eager to perform well and demonstrate principles learned in school.

In the first three months, he worked under the direction of his manager Bill Simms. Bill was promoted recently from the supervisory position now given to Bob Lane. Bob realized that Bill had kept tight control over his production people. Bill had defined each job in detail and everybody knew what they were to produce. The crew had been performing same function for years. The repetitive nature of production tasks offered no real challenges to production crew. Section's productivity was acceptable but turnover and absenteeism was a chronic problem.

Bob felt that in order to improve productivity and morale, workers needed more freedom and flexibility in performing the work. He called his employees and told them he was expanding their duties (by job enrichment). He would give them more freedom in setting their goals in consultation with him and they could devise any methods to achieve them.

The new found freedom, however didn't fit well with the section employees. Most employees of the section had been with the company for several years. They resented the changes. Many did not understand what they were supposed to do. Others complained that they were given additional responsibility with out any increase in compensation. Disillusioned Bob went back to the old supervisory methods of his boss.

Questions:

- a) Was authoritarian supervision and direction of Mr. Simms the cause of low morale and productivity? ;
- b) Why did Mr. Bob Lane's efforts to offer more freedom and flexibility to production crew fall? ; and
- c) How would you handle the same situation to increase morale and productivity?



M.B.A. DEGREE EXAMINATION, MAY – 2015

Second Year

HOSPITAL ADMINISTRATION

Paper - IV : Research Methods in Hospitals

Time : 3 Hours

Maximum Marks: 75

SECTION - A

(3×5 =15)

Answer any Three of the following

- 1) a) Scaling technique.
b) MDS.
c) Sampling distribution.
d) Questionnaire.
e) Cumulative frequency.
f) Cluster analysis.

SECTION - B

(3×15 =45)

Answer any Three of the following

- 2) Explain the scope of SPSS in management research.
3) What are the sources of health statistics?
4) Bring out different kinds of scales.
5) How do you determine size of the sample.
6) State the sources of secondary data.
7) Elucidate the limitations of scaling techniques.

SECTION - C

(15)

Compulsory

- 8) Find the multiple linear regression equation of X_1 on X_2 and X_3 from the data given below?

1. X_1 :	2. 2	3. 4	4. 6	5. 8
6. X_2 :	7. 3	8. 5	9. 7	10. 9
11. X_3 :	12. 4	13. 6	14. 8	15. 10



(DHAM 25)

M.B.A. DEGREE EXAMINATION, MAY – 2015

Second Year

HOSPITAL ADMINISTRATION

Paper - V : Patient Care and Behaviour

Time : 3 Hours

Maximum Marks: 75

SECTION - A

(3×5 =15)

Answer any Three of the following

- 1) a) Patient counseling.
b) Civil rights.
c) General safety.
d) Patient attitude.
e) Opinion leadership.
f) Self regulating committees.

Section - B

(3×15 =45)

Answer any Three Questions

- 2) What is the role of natural and human resources in patient care management?
- 3) State the importance of patient information book lets.
- 4) Enumerate the responsibilities of medical staff.
- 5) Elucidate the procedure involved in evacuation.
- 6) Describe the procedure and administration of medical audit.
- 7) Bring out the models of patient behaviour.

Section - C

(15)

Compulsory

8) 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 nurshing home in the neighbourhood on the request you residents. He has maintained hygiene, prompt service, quality and affordable price he ever introduced some specialities 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 speciality 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 bahaviour towards them.



M.B.A. DEGREE EXAMINATION, MAY – 2015

Second Year

HOSPITAL ADMINISTRATION

Paper - VI : Managing Hospitals - II

Time : 3 Hours

Maximum Marks: 75

SECTION - A

(3×5 =15)

Answer any Three of the following

- 1) a) Staffing in hospitals.
b) Significance of ambulance care.
c) Centralisation of laboratory services.
d) Objects of ECG.
e) zoning in operation theatres.
f) Location of out patient dept.

SECTION - B

(3×15 =45)

Answer any Three of the following

- 2) What are the functions of CSSD?
3) What are the advantages of decentralized laboratory services?
4) Bring out the methods employed in the disposal of waste.
5) State the considerations in the location of radiology dept.
6) Explain the importance of lighting and air conditioning in OTs.
7) Give an account of the facilities available in OPD in a mega hospital.

SECTION - C

(15)

Compulsory

- 8) District Medical and Health officer of Kurnool district has visited Sri Surya hospital .
During his rounds, he has noted the following
- i) Gauze pieces was lying on the floor of CSSD department.
 - ii) No registers were maintained towards distribution of sterilized cotton.
 - iii) Technician was wearing unsterile slippers.
 - iv) Temperature monitoring registers were absent.

Later, DMHO alerted the management to take suitable measures to improve sterility at the hospital.

Questions:

- a) Being the hospital director, explain the procedure that should be followed for distribution of sterilized items; and
- b) Which registers are to be maintained and controls to be exercised.



M.B.A. DEGREE EXAMINATION, MAY – 2015

Second Year

HOSPITAL ADMINISTRATION

Paper - VII : Legal and Ethical Issues

Time : 3 Hours

Maximum Marks: 75

SECTION - A

(3×5 =15)

Answer any Three of the following

- 1) a) Registration of hospitals.
b) Medical negligence.
c) Pregnancy.
d) Para medical staff.
e) Organ transplantation.
f) Feeding.

SECTION - B

(3×15 =45)

Answer any Three questions

- 2) Explain the formation of health care organization as partnership firm.
3) What are the functions of MCI?
4) State the features of medical Termination pregnancy Act, 1971.
5) Enumerate the contractual obligations in hospital services.
6) Give an account of diagnosis, prescriptions and administration of drugs.
7) Describe the principles that should be followed while awarding damages in hospitals.

Section - C

(15)

Compulsory

- 8) There is a health care centre in a semi-urban area. There are two doctor, one nurse and three others. The doctor gave a prescription for disease. The pharmacist issued medicine different from those prescribed by doctor. As a result, the patient became unconscious. It took three months to come out illness. Later, the patient filed a case in account of law.
- i) Under which act the patient can claim damages;
 - ii) Who has to pay the damages;
 - iii) What is the legal remedy available?



(DHAM 28)

M.B.A. DEGREE EXAMINATION, MAY – 2015

Second Year

HOSPITAL ADMINISTRATION

Paper - VIII : Hospital Cost and Financial Accounting

Time : 3 Hours

Maximum Marks: 75

SECTION - A

(3×5 =15)

Answer any Three of the following

- 1) a) Cost classification.
b) CSSD.
c) Marginal cost.
d) Multi division with multi product.
e) Non-profit organisation.
f) Depreciation.

SECTION - B

(3×15 =45)

Answer any Three questions

- 2) The following figures are available from the records of Venus Enterprises as at 31st March:

	1988	1989
	Rs. Lakhs	Rs. Lakhs
Sales	150	200
Profit	30	50

Calculate:

- a) The P/V ratio and total fixed expenses,
b) The break even level of sales,
c) Sales required to earn a profit of Rs. 90 lakhs
d) Profit or loss that would arise if the sales were Rs. 280 lakhs.
- 3) On 1-1-2000 'X' Co. Ltd. purchased a machine for Rs. 60,000 and Rs. 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 for 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 December. Prepare Machine account for four calendar years.

- 4) Classify costs with examples.
- 5) Give an account of accounting standards.
- 6) Explain the activity based costing in a hospital.
- 7) What are the costing of operation theatre?

SECTION - C

(15)

(Compulsory)

- 8) From the following details, prepare final accounts of Viswanath for the year ended 31st March, 2006:

	Rs.		Rs.
Capital	1,00,000	Furniture	15,000
Cash in hand	1,200	Sales	2,00,200
Purchases	1,20,000	Bills receivable	20,000
Bills payable	22,000	Rent, taxes	10,000
Stock (1.4.2005)	35,000	Wages	16,000
Debtors	50,000	Reserve for bad debts	1,000
Creditors	24,000	Salaries	20,000
Plant & Machinery	60,000		

Additional information:

- a) Stock on 31.3.2006 Rs. 40,000.
- b) Outstanding rent Rs. 2,000, Wages Rs. 3,000 and salaries Rs. 4,000.
- c) Provide depreciation on Plant & Machinery at 5% on furniture at 10%.
- d) Increase reserve for bad debts on debtors to $2\frac{1}{2}\%$.

