

M.B.A. DEGREE EXAMINATION, DECEMBER 2012.

Second Year

Hospital Administration

Paper I — STRATEGIC MANAGEMENT

Time : Three hours

Maximum : 75 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Strategic management.
- (b) Strategic alliances
- (c) Liquidation
- (d) IABS matrix
- (e) Joint ventures
- (f) Ethics in hospitals

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. What is strategic management model? Discuss various components of the model.
3. Explain the need and significance of hospitals mission and social responsibility.
4. Discuss the political and social factors affecting the hospital industry.
5. Describe various Generic strategies applied in hospitals.
6. Briefly explain about strategic surveillance and special alert control.
7. What are the possible factors for assessing the sources of differentiation in support and primary activities?

SECTION C — (15 marks)

Compulsory

8. Case study :

SOCIAL RESPONSIBILITY BY CORPORATE HOSPITALS

Many Corporate Hospitals have been making Publicity over Televisions and print media about social responsibility in the recent years. Unfortunately, a common man in the society is not much aware of the concept the social responsibility, but he is worried about the exploitation of corporate hospitals. Many of us, though do not agree, but to some intent Government Hospitals are following the concept of social responsibility by serving the poor people.

The question is, are the corporate hospitals really serious about observation of social responsibility or they want to confine with publicity aspect. Though Govt. administration is serious about observation of social responsibility by corporate hospitals, it is more or less being not followed by the corporate hospitals.

If you are given the responsibility of observation of social responsibility by corporate hospitals, how do you proceed for it by taking into following issues :

- (a) Identify the social responsibility factors.
 - (b) Suggest measures from the Govt. point of view.
 - (c) Also identify the limitations in this regard.
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Paper II — HRM AND QUALITY MANAGEMENT

Time : Three hours

Maximum : 75 marks

SECTION A — (3 × 5 = 15marks)

Answer any THREE questions.

1. (a) Induction
- (b) Job description
- (c) Dismissal
- (d) Minimum wage
- (e) Provident fund
- (f) HR planning

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. What are the objectives and main functions of HRM?
3. Discuss various methods of recruitment policy.
4. State various types of transfer in detail.
5. Explain various employee's health services provided by hospital management.
6. What are the various provisions of Employee's provident fund act 1952?
7. Explain the role and significance of HRM in hospitals.

SECTION C — (15 marks)

Compulsory

8. Case study.

Mr. Kishore is a doctor of Apollo Hospitals at one of its rural branches. His staff includes 2 nurses and a peon. Very often Dr. Kishore was left alone in the hospital after the duty hours. On the 30th December he worked till past 2 a.m. On this fateful night, the hospital was attacked by naxalites, who looted Rs.1 lakh worth of medicines after brutally wounding Dr. Kishore, which had to be amputated later. After his recovery the doctor applied for compensation. The Apollo management was of the Opinion that Dr. Kishore Violated the job specifications by Working beyond Stipulated hours of work. He, in their view, was not entitled to any compensation as the accident occurred during non-employment hours. They called for an explanation as to why the amount of medicines cannot be recovered from his salary and provident fund.

Questions:

- (a) How do you justify the hospital management's stand in this case?
 - (b) What modifications do you suggest in specification to overcome such incidents in future?
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Paper III — COUNSELING SKILLS FOR MANAGERS

Time : Three hours

Maximum : 75 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Role playing.
- (b) Clients.
- (c) Counselling to staff.
- (d) Counsellor.
- (e) 5-D model.
- (f) Barriers to listening.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Discuss various models of counselling.
3. What are the various client problems? Explain in detail.
4. How to change behaviour through counselling?
5. Describe the special problems in counselling faced by clients and counsellors.
6. Explain the significance of counselling in hospitals.
7. Discuss how the performance is improved through counselling.

SECTION C — (15 marks)

Compulsory.

8. Case study :

Art of counselling

Unfortunately in India, the concept and importance of counselling have been totally neglected, in particular in rural India. Though, medical facilities have been improved to some extent in rural areas, but the concept of counselling has been found nowhere. The young generation in rural areas have been suffering from many problems and most of them might have been cured by counselling itself. The problem is, how to develop counselling skills in rural areas.

If you are appointed as counsellor in a rural areas, how do you solve the problems of young people in rural areas with your counselling skills, keeping into mind the following problems :

- (a) Young people suffering from fobia of insecurity due to lack of medical facilities in rural areas.
 - (b) Young people suffering from fear of aids.
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Paper IV — RESEARCH METHODS IN HOSPITALS

Time : Three hours

Maximum : 75 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE of the following.

1. (a) MDS
- (b) Probability Sampling
- (c) Questionnaire
- (d) Cumulative frequency
- (e) Factor Analysis
- (f) Sickness data

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

2. Discuss in detail about types of measurement scales.
3. Explain direct and indirect research techniques.
4. (a) Give a classification on data.
- (b) Sources of Primary data

5. (a) Write in detail about Principal component analysis.
(b) Discuss various interview techniques.
6. (a) Describe various statistical packages.
(b) Discuss the factors involved in measurement of sickness.
7. (a) Explain the guidelines for class selection.
(b) Examine Thurstone's equal appearing intervals.

SECTION C — (15 marks)

Compulsory

8. Case study :

A group of Doctors would like to start a Super Speciality Hospital in Hyderabad city. You are appointed as a consultant by the Group of Doctors. What are the issues you are going to encounter in this context with particular reference to conduct of survey etc., on Research basis. What aspects would you like to study by developing a questionnaire? Prepare a model of questionnaire for the study. You may use your own data of required. Prepare a Research Report for the Group of Doctors and advise them about starting of Super speciality Hospital in Hyderabad. (You may assume on your own about the item of super speciality like Heart, Kidney, Liver etc.)

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Paper V — PATIENT CARE AND BEHAVIOUR

Time : Three hours

Maximum : 75 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Protocols
- (b) Autopsy
- (c) Fire safety
- (d) Patient perception
- (e) Group Influence.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Explain the significance of medical superintendent and duty executive in a hospital.
3. Briefly explain the policies and procedures of hospitals of patients and personal.
4. What are the various disaster management techniques?
5. What is medical audit? Explain it's need and procedure.
6. Explain how the patients can be motivated in a Hospital.
7. Briefly explain the various models of patients behaviour.

SECTION C — (15 marks)

(Compulsory)

8. Case study :

PATIENT CARE – ORDER OF THE DAY

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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Paper VI — MANAGING HOSPITAL — II

Time : Three hours

Maximum : 75 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Laboratory services
- (b) Waste disposal
- (c) USG
- (d) Intensive care
- (e) CT-scan.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Describe different ambulance services provided by hospitals.
3. Define and contrast between centralization and decentralization.
4. Explain various equipments used in hospital laboratories.
5. Briefly explain about requirements of MRI scans.
6. Write about location, lighting and air conditioning of operation theatres.
7. State various types of patients in out patient department.

SECTION C — (15 marks)

Compulsory.

8. Case study.

RADIOLOGIST

Mr. Ramesh got PG medical degree in Radiology in one of the reputed institutes in India. He wanted to go abroad for a job in Radiology. But, his close friends advised him not to go to abroad and try to establish his our hospital specialised in Radiology.

Mr. Ramesh finally decided to establish the hospital in one of the important cities in AP. He has approached you for the following:

- (a) Location of the Hospital – which city is advised? (Radiology speciality wise)
 - (b) Location of Radiology Department.
 - (c) Equipment required for Radiology Dept.
 - (d) Staff required for Radiology Dept.
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Paper VII—LEGAL AND ETHICAL ISSUES

Time : Three hours

Maximum : 75 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Prenatal–Diagnostic Techniques.
- (b) Bailee.
- (c) Euthanasia.
- (d) Tort.
- (e) Vicarious liability.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Explain the formation process of health care organization under public and private corporations.
3. Discuss the features of central Births and Deaths Registration Act 1969. What are its recent amendments?
4. Examine the duties of medical and para-medical staff towards patients.
5. Briefly explain about post treatment services.
6. What are Medical Ethics? How are they observed in Hospitals?
7. Explain the legal remedies available to patients under criminal law.

SECTION C — (15 marks)

Compulsory

8. Case Study:

WHITHER ETHICS

Mr. Vishal, an young boy aged 22 years suddenly suffering from illness and was admitted into one of the corporate hospitals in the city of Anthra Pradesh. Naturally, he was undergone many tests by the hospital staff and was diagonised as a small problem relating to stomach due to food contamination and nothing serious. But, to exploit the situation, the hospital staff made it an issue and picturised as a major problem and asked the patient to be in the hospital for observation for one week. During this period, again the hospital staff made number of tests and finally he was discharged from the hospital with huge amount of bill. The parents of the boy surprised and annoyed about the bill and decided to approach court of law about the mis attitude of hospital staff.

Questions

- (a) What are the ethical issues involved in the above case?
 - (b) Do you support the attitude of corporate hospitals?
 - (c) Suggest the parents of the boy, what to do?
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Paper VIII — HOSPITAL COST AND FINANCIAL ACCOUNTING

Time : Three hours

Maximum : 75 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Cost centres
- (b) Target costing
- (c) Leasing features
- (d) Accounting principles
- (e) Depreciation methods.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. What is cost accounting? Discuss its nature, scope and significance in an organization function.
3. Explain the significance of activity based costing and marginal costing in a corporate hospital.
4. Discuss the special features of hospital as multi division with multi product in each division.
5. Explain various methods of inventory valuation.
6. Sale of a product amounts to 200 units per month for Rs. 2,000. Fixed overheads are Rs. 400 per month and variable cost Rs. 6 per unit. There is a proposal to reduce price by 10 percent. Calculate present and future P/V ratio and find out, how many units must be sold to maintain total profit earned at present price.

7. From the following balances extracted from the book of M/s Manju Chawla on March 31, 2010. You are requested to prepare the Trading and Profit and Loss account and Balance Sheet as on this date.

Balances	Debit	Credit
	Rs.	Rs.
Opening stock	10,000	
Purchases and sales	40,000	90,000
Returns	200	600
Wages	6,000	
Freight	4,000	
Factory lighting	500	
Advertisement expenses	6,000	
Rent received		3,000
Capital		40,000
Drawings	2,000	
Debtors and creditors	6,000	7,000
Cash	3,000	
Investment	6,000	
Patent	4,000	
Plant and Machinery	43,000	
Insurance	600	
Interest received		2,000
Furniture	11,300	
	<u>1,42,600</u>	<u>1,42,600</u>

Additional Information:

- Closing stock was Rs. 2,000
- Plant and Machinery is depreciated by 5% and furniture by 10%
- Provision for bad debts on sundry debtors @ 10%
- Rent received in advance Rs. 500
- Outstanding wages Rs. 300.

SECTION C — (15 marks)

Compulsory.

8. The expenses for budgeted production of 10,000 units in a factory are furnished below:

	Rs.
Material	70 per unit
Labour	25 per unit
Variable overheads	20 per unit
Fixed overheads (Rs. 1,00,000)	10 per unit
Variable expenses (Direct)	5 per unit
Selling expenses (10% fixed)	13 per unit

Distribution expenses (20% Fixed) Rs. 7 per unit

Administration expenses (Rs. 50,000) Rs. 5 per unit

Total Cost : Rs. 155 per unit

Prepare a budget for production of :

- (a) 8,000 units
- (b) 6,000 units
- (c) Calculate cost per unit at both levels.

Assume that administration expenses are fixed for all levels of production.
