

(DHAM21)

Total No. of Questions : 8]

[Total No. of Pages : 02

MBA DEGREE EXAMINATION, MAY - 2017

Second Year

HOSPITAL ADMINISTRATION

Strategic Management

Time : 3 Hours

Maximum Marks : 70

Section – A

Answer any three

[3 × 5 = 15]

- Q1)** a) Strategic Management in Hospital
b) Strategic alliances
c) Corporate ethics
d) Importance of value chain analysis
e) Technological factors in environment
f) Strategic surveillance

Section – B

Answer any three

[3 × 15 = 45]

- Q2)** Elaborate strategic management process.
- Q3)** Explain about external environment and the effect of factors on it.
- Q4)** Explain the various problems unsolved in corporate social responsibility in Hospitals.
- Q5)** What is Internal analysis and in detail explain the key resource around the functional areas?
- Q6)** Describe the possible factors for assessing the sources of differentiating in support and primary activities in hospitals.

Q7) Explain the six sigma approach being followed in hospitals.

Section – C
Compulsory

[10]

Q8) Case study

Analyse the following case and answer the questions given at the end:

ITC's Diversification Strategy

In February 2001, the Government of India GOI announced a ban on advertising by cigarette companies and restrictions on the sale and consumption of tobacco products. The proposed Tobacco Products (Prohibition of Advertisement and Regulation) Bill 2001 prohibits smoking in public places and the sale of tobacco products to people under the age of 18. According to the Bill, no tobacco related business would be allowed to advertise in any type of media. Even surrogate advertising, like sponsoring sports and cultural events, by such companies was to be banned.

international brands, however continued to advertise on satellite TV channel Naturally, this put the domestic players at a disadvantage. To make matters worse, tobacco companies had already been badly affected by rising excise duties and competition from smuggled products. In fact, the number of cigarettes sold declined between 1997 and 2002, and major cigarette companies saw a decline in sales volumes. The declining sales of cigarettes, the proposed ban on advertising, the increasing anti-tobacco campaigns and the experience in developed countries seemed to suggest that tobacco would no longer be a profitable business in the future. Consequently ITC decided to diversify into non-tobacco businesses. ITC made its first foray into a non-tobacco business long back in the 1970s, when it entered the hotel industry Since then the company has diversified into a variety of other businesses sportswear, greeting cards, ready to serve packaged foods, confectionery and branded staples reduce its dependence on its cigarette business. ITC diversified into retailing and merchandising of sports goods and premium apparel under its cigarette brand. "Wills" and ran holiday packages under another cigarette brand, "Gold Flake", These businesses helped keep alive the existing brands. However, so far ITC hasn't been, able to earn significant profits through any of its non-tobacco businesses. ITC's code business, cigarettes, contributes almost 85 per cent to its revenues, while almost all the other diversified businesses put together contribute only 15 per cent.

Analysis feel that ITC's ability to grab a sizable share of the markets it has entered and progressively make profits is doubtful, because it has diversified into areas where there is intense competition.

Questions:

- (a) Do you justify ITC's diversification from its core competency?
- (b) Outline the strategies required for managing a highly diversified company like ITC.
- (c) Examine the scope for synergies in the context of ITC's diversified portfolio.



(DHAM22)

Total No. of Questions : 8]

[Total No. of Pages : 02

MBA (2 YEARS) DEGREE EXAMINATION, MAY - 2017

Second Year

HOSPITAL ADMINISTRATION

HRM & Quality Management

Time : 3 Hours

Maximum Marks : 70

Section – A

Answer any three of the following

[3 × 5 = 15]

- Q1)** a) Job description
b) Aptitude test
c) Fringe benefits
d) Dismissals
e) Halsey plan
f) Placement

Section – B

Answer any three

[3 × 15 = 45]

- Q2)** Explain the role of HRM in hospitals.
- Q3)** Describe job analysis and its procedure of conducting analysis in Hospitals.
- Q4)** What are the different types of tests conducted by an organization in the process of selecting candidates for job?
- Q5)** Explain the safety measures followed in Hospitals.
- Q6)** Explain the advantages and limitations of job evaluation as basis for fixing and revising wage and salaries.

Q7) What is payment of bonus Act 1965? Explain its salient features.

Section – C
Compulsory

[10]

Q8) Case study (separate sheet enclosed)

Case study (compulsory) :

Jain construction company is large and old construction company. It undertakes big projects like building, dams road construction, bridges, airports, large five star hotels, hospitals. It has over 3,000 employees of its own besides it employees contractors and their workers in various fields. There are about 1,000 qualified Architects, Engineers, Project Managers, Purchase Managers, Administrators, Personnel Managers. The other 2,000 are supervisory staff, clerical staff, office staff, field staff and site staff involving in stores, purchase, accounting, security etc. The company is operating for over 12 years. There is a wide spread discontent amongst all levels of staff including managers. There are no systematic hiring, training and developing practices. The compensation packages and fringe benefits are not based on any progressive policy. There is no grievance handling system, Employees have low morale commitment. No formal communication procedure, no consultation. The turnover of employees is high. The management pays little attention to safety health of the employees.

The welfare facilities are just average. These have resulted in frustration, low productivity, commitment, lack of mutual trust and on the whole relationship is poor.

You are asked to prepare an outline of plan to improve the situation and arrest the turnover rate and improve levels of morale and commitment.

Questions :

- a) What do you think are the basic locking in policy and philosophy?
- b) What plan will you make to improve the conditions?
- c) For each item of your suggestion, substantiate with reasons.



(DHAM23)

Total No. of Questions : 8]

[Total No. of Pages : 03

MBA (2 YEARS) DEGREE EXAMINATION, MAY - 2017

Second Year

HOSPITAL ADMINISTRATION

Counselling Skills for Managers

Time : 3 Hours

Maximum Marks : 70

Section – A

Answer any three

[3 × 5 = 15]

- Q1)** a) Directive counselling
b) Characteristics of counselling
c) Expert counsellor
d) Transtheoretical model
e) Adoption
f) Target behaviour

Section – B

Answer any three

[3 × 15 = 45]

- Q2)** Explain nature and types of counselling.
- Q3)** How does the usage of right counseling attitudes help in the “unloading” of anxiety for the client? What are the problems likely to crop up during the last stage of counseling?
- Q4)** Discuss the concept of assessing health-related behaviours in detail.
- Q5)** Examine the role of counsellor in safeguarding clients.
- Q6)** Illustrate the characteristics, tools and strategies required for change.

Q7) Mention few counseling services in health industries.

Section – C
Compulsory

[10]

Q8) Case study

ROUND-THE-CLOCK STRESS

Many employees feel that on- the- job stress is difficult to control, but at least when they get home they can relax. However, as the nature of work changes, the home is no longer the sanctuary it once was. With advanced information technology and customer demands for 24-hours service, an increasing number of employees are on call at all times or working the “graveyard” shift that used to exist only for factory workers. For example, today there are numerous Wal-Mart stores, Walgreens drugstores and supermarkets that never close. And consider the Heartland Golf Park in Deer Park, Long Island. A golfer who wants a late evening tee-off time can get one up to 3.00 AM. The strategy has proven so popular that within 90 days of the time it was introduced, the wait time at midnight had grown to two and a half hours, Avid golfers do not mind, however, as the course is well lit and they can play as if it were high noon.

All around the country, businesses are realizing that there is a great deal of profit that can be added to the bottom line if they remain open outside of “normal” hours. One research firm estimates that this strategy can add 5 percent to overall profits, a hefty sum given that more and more businesses are finding their profit margins being narrowed by the competition.

In some cases, the decision to expand working hours has been a result of customer needs. Kinko’s inc., a privately held chain of photocopy shops, moved to a 24-hour schedule when people literally started banging on their doors after regular business hours and asking them to let them come in for desperately needed photocopies. As a news article recently put it, “The company’s..... stores are magnets for ambassadors of the night: everyone from dreamers pursuing secret schemes and second careers to executives putting the final touches on tomorrow’s presentation.” In Chicago, Kinko’s set up an office in the lobby of the Stouffer Renaissance hotel, a favourite spot of international executives. Customers from different time zones had been coming down at odd hours to ask the hotel to fax materials abroad and to help them with their desktop publishing. The hotel was not equipped to provide these services, so it asked Kinko’s to help out. The guests are delighted with the new service, and the hotel is happy to be able to accommodate them thanks to their profitable arrangement with Kinko’s

Banks have also begun to offer 24-hour service. In addition to their ATM machines, which can be found Just about everywhere, some banks now offer round-the-clock service, customers can call in and find out within 10 minutes whether they qualify for a new-car loan. A growing number of banks also offer after-hours customer services ranging from safe deposit boxes to \$1,000 credit lines to overdraft protection. All the customer has to do is call in at any hour and provide the necessary information.

Some critics are concerned that this development will result in increasing costs to business and added stress to employees. After all, when people work late at night or put in

a 15-hour day, they are likely not only to make far more mistakes than if they were on a 9-to-5 schedule but also to become fatigued and burned out. Nevertheless, at

the present time approximately two-thirds of all US workers, around 75 million people, do not work traditional 9-to-5 hours - and the number is definitely growing. Additionally, organisations that are engaged in international business such as brokerage firms, are finding that their operations in Europe and Asia require them to keep odd hours. A US based broker must be up or on call in the wee hours of the morning because Europe's stock exchanges are doing business. By the time the broker wraps up trading on the Pacific Stock Exchange in the early evening (Eastern Standard Time), there are only a few hours before the Asian stock exchanges open. Simply put, in an increasing number of businesses, it is possible to work round-the-clock - and, of course, to pick up the stress that goes along with this lifestyle.

Questions

1. How would a Type A personality feel if his or her organisation suddenly announced that everyone was to be on call 24-hours a day because the company was moving to round-the-clock customer service?
2. How would psychological hardiness help people deal with these emerging round-the-clock operations ?
3. What are some ways employees and their organisations could cope with the stress caused by these new round-the-clock development ?



(DHAM24)

Total No. of Questions : 8]

[Total No. of Pages : 02

MBA (2 YEARS) DEGREE EXAMINATION, MAY - 2017

Second Year

HOSPITAL ADMINISTRATION

Research Methods in Hospitals

Time : 3 Hours

Maximum Marks : 70

Section – A

Answer any three of the following

[3 × 5 = 15]

- Q1)** a) Qualitative research
b) Sample size
c) Guttman scale
d) Structural Questionnaire
e) Random sampling
f) Data sources.

Section – B

Answer any three of the following

[3 × 15 = 45]

- Q2)** Discuss the primary scales of measurement and describe likert's scale.
- Q3)** Explain systematic and stratified sampling methods.
- Q4)** Describe the guidelines for the coding of unstructured question. Explain the graphical methods of representing a frequency distribution.
- Q5)** Discuss the different methods for collecting the data. Explain the procedure for construction of questionnaire.
- Q6)** Describe the factor analysis model. How is factor analysis different from multiple regression and discriminant analysis?

Q7) Explain the procedure and tools used for measurement of sickness rates.

Section – C
Compulsory

[10]

Q8) Case study :

You are a manager in charge of a marketing research project. Your goal is to determine what effects different levels of advertising have on consumption behaviour. Based on the results of the project you will recommend the amount of money to be budgeted for advertising different products next year. Your supervisor will require strong justification for your recommendations, so your research design has to be as sound as possible. However your resources (time, money and labour) are limited. Develop a research project to address this problem. Describe the kind of research designs you would use, why you would use them. Explain how you would conduct the research.



(DHAM25)

Total No. of Questions : 8]

[Total No. of Pages : 02

MBA DEGREE EXAMINATION, MAY - 2017

Second Year

HOSPITAL ADMINISTRATION

Patient Care and Behaviour

Time : 3 Hours

Maximum Marks : 70

Section – A

Answer any three

[3 × 5 = 15]

- Q1)** a) Need for patient care
b) Insurance
c) Change
d) Decision making
e) Personality
f) Patient perception

Section – B

Answer any three

[3 × 15 = 45]

- Q2)** Define patient counseling. Discuss its characteristics, need and significance.
- Q3)** Explain the duties of resident medical officer.
- Q4)** Discuss the scope and objectives of pollution control board act.
- Q5)** Discuss patient Involvement and Decision making levels in hospital.
- Q6)** Explain the need for self regulating committees.

Q7) Explain the models of patient behaviors.

Section – C
Compulsory

[10]

Q8) Case study

Dr. Dave is the managing director of 450 bedded hospital at Mysore. Dr. Dave's hospital records 85% occupancy during peak season on regular basis. However, in the year 2010, a new hospital in the neighbourhood offers discounts on all services, bringing down the occupancy levels of Dr. Dave's hospital to 50%

- a) Being the managing director of Dr. Dave's hospital how do you manage the competition.
- b) What are the different ways to market the hospital apart from Rates/Tariff : discounts-Discuss.



(DHAM26)

Total No. of Questions : 08]

[Total No. of Pages : 2

MBA (2 Years) DEGREE EXAMINATION, MAY – 2017

HOSPITAL ADMINISTRATION

Second Year

Managing Hospitals - II

Time : 3 Hours

Maximum Marks : 70

SECTION – A

(3 × 5 = 15)

Answer any three

- Q1)** a) Distribution system
- b) Safety precautions
- c) ECG
- d) Zoning
- e) Flow pattern of patients
- f) Radiology

SECTION – B

(3 × 15 = 45)

Answer any three

- Q2)** Explain the work flow and processing of CSSD.
- Q3)** Explain the objectives and importance of Ambulatory care.
- Q4)** Write a note on waste disposal.
- Q5)** Discribe different types of x – Ray machines.
- Q6)** Briefly explain about Intensive care.
- Q7)** Explain training and co – ordination required for hospital staff.

SECTION – C
(Compulsory)

(10)

Q8) Case study

“U CARE” is a super specialty hospital at Vijayawada cross roads. The daily outpatients section records 200 numbers New Cases. Through the patient satisfaction survey it is found that patient’s complain of high waiting time at Laboratory services department on observation of few samples. It is observed that the Lab technician who collects the sample store’s the until he completes to bleed all the patients at time and then reaches workstation to process them.

Being Administrator of the hospital, how do you reduce waiting time Laboratory Services



(DHAM27)

Total No. of Questions : 08]

[Total No. of Pages : 2

MBA (2 Years) DEGREE EXAMINATION, MAY – 2017

Second Year

HOSPITAL ADMINISTRATION

Legal and Ethical Issues

Time : 3 Hours

Maximum Marks : 70

SECTION – A

(3 × 5 = 15)

Answer any three

- Q1)** a) Medical council of India.
b) Infant milk substitutes
c) Medical ethics in hospital services
d) Euthanasia
e) Contractual liability
f) Tort

SECTION – B

(3 × 15 = 45)

Answer any three

- Q2)** Explain the formation of health care organization under various legal acts.
- Q3)** Write a note on medical ethics & code of conduct to be observed on medical services.
- Q4)** What are the various post treatment services?
- Q5)** What are the duties of para medical staff?
- Q6)** Describe recent amendments related to pregnancy Act, 1971.
- Q7)** Explain in detail about police investigation.

SECTION – C
(Compulsory)

(10)

Q8) Case study

Tanvir Hospital is trauma hospital at Vijayawada station road on 11th April 2007, a patient by name Vinod Behera was admitted in casualty with injuries on his leg. Due to minor injures, the patient was provided with first aid and necessary treatment and was discharged on OP basis without admission.

Subsequently, on 13th June 2007, the hospital received a summer for duty medical officer towards attending the patient Vinod Behera.

The hospital had no documents as it was a O.P. case. No OP MLC was registered with police There was no accident report nor any other investigation reports.

- a) Being the medical supdt how do you manage to attend the court for this case.
- b) Enumerate documentation required for registering and admitting patients under medico legal cases in O.P. basis.



(DHAM 28)

Total No. of Questions : 8]

[Total No. of Pages : 03

MBA (2 YEARS) DEGREE EXAMINATION, MAY - 2017

(Second Year)

HOSPITAL ADMINISTRATION

Hospital Cost and Financial Accounting

Time : 3 Hours

Maximum Marks : 70

Section – A

Answer any three

[3 × 5 = 15]

- Q1)** a) Cost centre
b) Uses of marginal costing
c) Accounting standards
d) EOQ
e) BEP analysis
f) Target costing

Section – B

Answer any three

[3 × 15 = 45]

- Q2)** The total costs of manufacturing a component part are as under :

	Rs.
Material	250
Labour	100
Variable Expenses	50
Fixed Expenses	<u>100</u>
	<u>500</u>

The same component part is available in the market at Rs. 450/- should the firm make it or buy it?

- Q3)** In a factory, two types of television sets are manufactured viz., type A and type B models. Find the cost of a television set and profit per television set sold.

	Type A	Type B
	Rs.	Rs.
Materials	1,00,000	1,20,000

Labour	50,000	40,000
Other expenses	5,000	4,000

Works on cost is charged at 75% on Labour and Administration Cost is taken at 20% on Works cost. Type A sets sold during the period are 250 @ Rs. 1,500 each and type B are 300 @ Rs. 1,800 each.

Find the total profit as per Cost Books. Assume that there is no opening or closing stock.

- Q4)** Explain about the activity based costing in a corporate hospital.
- Q5)** What is accounting principles? Explain about different principles of accounting.
- Q6)** Define depreciation. Explain about different methods of depreciation in brief.
- Q7)** Explain about the costing of operations theatre.

Section – C
Compulsory

[10]

- Q8)** Case study

From the following particulars of Mrs. Parimala prepare Final Accounts for the year ended 31-3-2009.

Particulars	Debit (Rs.)	Credit (Rs.)
Purchase, Sales	1,25,000	1,75,000
Returns	1000	4700
Rent	2500	500
Stock	15000	
Debtors, Creditors	30000	25000
Salaries	22500	
Wages	10800	
Machinery	10000	
Furniture	10000	
Cash	29400	
Interest	2500	
Discount	5000	

Drawings, Capital	<u>6300</u>	<u>63800</u>
	<u>2,70,000</u>	<u>2,70,000</u>

Adjustments :

- 1) Closing Stock Rs. 1500
- 2) Rentable Received Rs. 500
- 3) Depreciation on Machinery Rs. 500 on furniture 1500
- 4) These was fire accident on 25.03.2009 and destroyed goods worth Rs. 10000.
- 5) Bad debts amounted Rs. 1000
- 6) Create Rs. 2000 for doubtful debts.

