

(DHAM01)

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M.B.A. DEGREE EXAMINATION, MAY – 2018

First Year

HOSPITAL ADMINISTRATION

Management Process & Organizational Behaviour

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) Total quality management.
b) Directing
c) Leadership skills.
d) Group dynamics.
e) Organisational climate.
f) Group cohesiveness.

SECTION - B

Answer any three questions.

(3 x 5 = 15)

- Q2)** Explain scientific management theory developed by F.W. Taylor.
- Q3)** Explain various functions of management in detail.
- Q4)** Discuss various types of leadership styles.
- Q5)** Define the term learning. What is its impact on an employee behavior?
- Q6)** What is resistance to change? How do you overcome this resistance?
- Q7)** Explain Maslow's need hierarchy theory.

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

The day has finally come: Mr. Rajesh is to assume the position of President of Metro Manufacturing. Metro is a widely respected producer of high quality control mechanisms. When the previous president retired, Rajesh was identified as the likely choice for assuming the post. He was respected for his competence in the field and for his ability to work with employees at all levels of operations. Rajesh arrived at work early this morning, not so much to work but to think. As he sits behind his new executive desk, drinking a cup of coffee, his thoughts go back to his early days with Metro.

Twenty years ago Rajesh was just a young man right out of college with no business experience and a degree in industrial management. He was hired as an assistant foreman and was placed immediately on the production line. "Oh, those were the days", he thought. "Seems like there was a problem that required solving every minute". Thank goodness for the standard operating procedures manuals (SOP's) and for a foreman who was patient enough to answer my questions, didn't have to make too many critical decisions then. But I sure was putting out a lot of daily fires".

As the nostalgia influence continues, Rajesh thinks back to the time when he was taken off the production line and promoted into middle management. "Things sure did change then", he thought. As production manager, he had to think further into the future. As a foreman, Rajesh was primarily concerned with meeting daily production requirements. Now he had to plan weeks and even months in advance. The human and communication problems remained although it seems like the reports he had to write were longer. But, as he remembers, the major changes occurred because he had to do more creative thinking. Laughing to himself he thought about the time he went to the files to pull out on SOP for an unusual problem he had to confront and there was none. He was frustrated because he had to handle the problem with little assistance. But, as his analytical, decision-making, and conceptual ability increased, he found himself using his technical skills less and less.

Another cup of coffee provided the stimulus to think about the special promotion he made to vice-president of planning five year ago. It was a major hurdle in his life because he had been in heavy competition with five well-qualified managers. He had heard through the grapevine that he had received the position because he was able to think for himself. But, even his past training did not fully prepare Rajesh for the demands of the job; he had to learn much of it on his own. Rather than thin months into the future, he now was required to envision years. Grinning, he remembered that at first he did not realize that there were so many people outside of production that he had to coordinate activities with. Marketing and finance had to be tied together with production. His conceptual and decision-making skills continued to increase. A long time ago, the benefits of the "good old" SOP's lost their value.

But now, as Rajesh looks at his desk plate which says “President” new thoughts run through his mind. A whole new world opens to him now. He wonders what new requirements will be placed on him. A twinge of fear moves through his body as the thoughts of the new job take hold. What skills will be now needed to be successful?

Questions:

- a) As the President of Metro Manufacturing, what specific skills will Rajesh need to be effective?
- b) How do the demands of different levels of responsibility change as manager progresses up the hierarchy of an organisation?
- c) What general recommendations would you offer for Rajesh?



(DHAM02)

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M.B.A. DEGREE EXAMINATION, MAY – 2018

First Year

HOSPITAL ADMINISTRATION

Marketing Management & Marketing of Services

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) 4P's in marketing.
b) Customer life cycle.
c) Value pricing.
d) Medical tourism.
e) Internet medicine.
f) Branding.

SECTION - B

Answer any three questions.

(3 x 15 = 45)

- Q2)** What is market segmentation? Explain the basis for segmentation.
- Q3)** What is customer relationship management? Explain factors influencing customer relations.
- Q4)** Explain various pricing methods in detail.
- Q5)** Discuss challenges and opportunities available to medical tourism.
- Q6)** Explain promotion methods in service sector.
- Q7)** What is internal marketing? Explain its importance.

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

You are the Chairman of a 50 year old Private sector Bank functioning with conservative approach. Your 200 branches are located mostly in Tamil Nadu. Your bank faced a few take-over threats in the past. The Ministry of Finance, Government of India is insisting merger of banks for viability and to face the competition from foreign banks. Automation is the order of the day. But the size of the bank does not permit huge investment on mechanization. Your product portfolio requires a change to woo new customers and to retain existing customers. The Board is expecting from you a thorough overhaul of marketing mix. How can you modify? Substantiate your approach.



(DHAM03)

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

First Year

HOSPITAL ADMINISTRATION

Introduction to Computers and MIS

Time : 3 Hours

Maximum Marks : 70

SECTION - A

Answer any three of the following

(3 × 5 = 15)

- Q1)** a) Secondary memory.
b) Creating a new slide
c) Information resource management
d) CAN
e) Query language
f) MS-Access

SECTION - B

Answer any three questions

(3 × 5 = 15)

- Q2)** Explain historical development of computers.
- Q3)** Explain various icons and commands in tool bar.
- Q4)** Write about system development life cycle.
- Q5)** Discuss recent trends in information technology.
- Q6)** Explain various computer networks in detail
- Q7)** Discuss steps involved in mail-merge.

SECTION - C

Compulsory

(10)

- Q8)** Case Study

The Halloween and holiday season of 1999 was a major disappointment for Hershey Foods, the largest U.S candy maker. In July 1999 it had gone live with a new \$112 million information system that combines SAP's R/3 enterprise software with software from Manugistics Group and Siebel Systems. IBM was the system integrator. Glitches in the system left many distributors and retailers with empty candy shelves in the season leading up to Halloween. Despite the complexity of the system, Hershey decided to go live with a huge piece of it all at once, an approach that is both rare and dangerous. 50 With a number of vendors involved it was difficult to assign responsibility for the problems.

Hershey had embarked on this project in 1996 partly to satisfy retailers who wanted to keep their own costs down by receiving deliveries when they are really needed. The new information system is used by Hershey's 1,200-person sales force and other departments "for handling every step in the process, from original placement of an order to final delivery. It also runs the company's fundamental accounting and touches nearly every operation; tracking raw ingredients, scheduling production, measuring the effectiveness of promotional campaigns; setting prices; and even deciding how products ought to be stacked inside trucks." The project was supposed to go live during the slow period in April, but development and testing were not yet complete. The July startup occurred as Halloween orders were arriving. In July Hershey informed customers that computer problems might cause delays and some customers soon started receiving incomplete shipments. In September, it announced that its turnaround time for orders would double to 12 days.

In September, Hershey announced it would miss third-quarter earnings forecasts due to the problems rolling out new systems designed to take customer orders and make store deliveries. That particularly hurt Hershey during the Halloween season, when it sacrificed some market share to competitors such as Mars and Nestlé. Hershey blamed lower-than-expected sales in December on a slowdown in customer order demand partly due to earlier customer-service and order fulfillment issues. Hershey predicted its sales would be off by as much as \$150 million for the year.

The problems with the information system were reported in Hershey's 1999 annual report: "We have experienced the well-publicized problems associated with the implementation of the final phase of our enterprise-wide information system. While this has been a painful process for us and for our customers, we should remember that the system is designed to make Hershey more competitive through lower costs, better customer service, and increased sales. It has not been the easiest journey, but we still expect to arrive at our intended destination.

Questions:

- a) Summarize what happened in each of the phases of building and maintaining systems and the extent to which Hershey encountered;
- b) Review the section on obstacles to applying IT in the real world. Explain the extent to which Hershey seems to have encountered these obstacles;
- and c) Based on the definition of e-business and the limited information explain the extent to which Hershey wanted to become and actually became more of an e-business.



(DHAM04)

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M.B.A II YEARS DEGREE EXAMINATION, MAY - 2018

First Year

HOSPITAL ADMINISTRATION

Health Care and Operations Management

Time : 3 Hours

Maximum Marks : 70

SECTION - A

Answer any three questions

(3 × 5 = 15)

- Q1)** a) Health policy
b) Service facility layout
c) Motion study
d) Value engineering
e) Spares management
f) Bio-medical technology

SECTION - B

Answer any three questions

(3 × 15 = 45)

- Q2)** Explain general steps in hospital location decision process
- Q3)** Discuss activities of front office in hospitals.
- Q4)** What do you mean by work measurement? Explain its techniques
- Q5)** Explain major quality control tools used in hospital
- Q6)** Explain objectives and types of maintenance in hospitals.
- Q7)** Discuss applications of bio-medical engineering in hospital environment.

SECTION – C

Compulsory

(10)

Q8) 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.



(DHAM05)

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

First Year

**HOSPITAL ADMINISTRATION
Hospital Planning and Engineering**

Time : 3 Hours

Maximum Marks : 70

SECTION - A

Answer any three questions

(3 × 5 = 15)

- Q1)** a) Occupancy bed ratio.
b) Equipment planning
c) Medical ethics
d) Cardio thoracic.
e) House keeping
f) Dietary services

SECTION - B

Answer any three questions

(3 × 15 = 45)

- Q2)** How do you determine the size and kind of hospital services? Explain
- Q3)** Discuss the role of architect in hospital planning
- Q4)** Explain environmental regulations to be followed while constructing hospitals.
- Q5)** Discuss accreditation standards for extended core facilities.
- Q6)** Give an overview of neurology and Opthmology services.
- Q7)** What are the different medical records to be maintained in hospitals? Explain in detail.

SECTION – C

Compulsory

(10)

Q8) Case Study

As an architect, draw a design for a super speciality hospital for megacity in india with the following specialisation.

- d) Front and back offices;
- e) Oncology;
- f) General medicine;
- g) Neurology;
- h) Ophthamology; and
- i) Dental services.



(DHAM06)

Total No. of Questions : 08]

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

First Year

HOSPITAL ADMINISTRATION

Hospital Economics and Financial Management

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three of the following questions. (3 x 5 = 15)

- Q1)** a) Interdependency income.
b) Law of supply.
c) Monopolistic competition.
d) Margin of safety.
e) Profitability Index.
f) Constituents of working capital.

SECTION - B

Answer any three of the following questions. (3 x 15 = 45)

- Q2)** What is law of demand? Explain exceptions to it.
- Q3)** Explain price out put determination under oligopoly market.
- Q4)** What is financial analysis? Explain various techniques available to evaluate financial performance of an organization.
- Q5)** Explain Net-operating Income theory.
- Q6)** Explain factors effecting dividend policy of an organization.
- Q7)** Explain methods of controlling inventory.

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

While preparing a project report on behalf of a client you have collected the following facts. Estimate the net working capital required for that project. Add 10% contingency to your computed figures to allow contingencies.

Particulars	Amount per unit
Estimated cost per unit of production	
Raw material	80
Direct labour	30
Overheads (exclusive of depreciation of Rs.10 per unit)	60
Total cost	170

Additional information:

- a. Selling price, Rs.200 per unit.
- b. Level of activity, 104000 units of production per annum.
- c. Raw material in stock, average 4 weeks.
- d. Work in progress (assume 50% completion stage in respect of conversion cost and 100 percent in respect of material), average 2 weeks.
- e. Finished goods stock, average 4 weeks.
- f. Credit allowed by suppliers, average 4 weeks.
- g. Credit allowed to debtors, average 8 weeks.
- h. Lag in payment of wages, average 1.5 weeks.
- i. Cash at bank is expected to be Rs.25,000.

You may assume that production is carried on evenly throughout the year (52 weeks) and wages and overheads accrue similarly. All sales are on credit basis only.



(DHAM07)

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

First Year

HOSPITAL ADMINISTRATION

Medical Terminology & Records

Time : 3 Hours

Maximum Marks : 70

SECTION - A

Answer any three questions

(3 × 5 = 15)

- Q1)** a) Tertiary health care
b) Pharmacopia
c) Psychiatric
d) Neurology
e) Nursing Records
f) Fatal documents

SECTION - B

Answer any three questions

(3 × 15 = 45)

- Q2)** Explain and differentiate between general and speciality hospitals.
- Q3)** Discuss various levels of health care
- Q4)** Explain diagnostic and therapeutic term in detail.
- Q5)** Explain various services provided in obstetric and gynecology
- Q6)** Explain various records to be maintained in intensive care unit.
- Q7)** Explain about housekeeping and patient records to be maintained in hospitals

SECTION – C

Compulsory

(10)

Q8) Case Study

on 07.11.2009, Mr. Kolla Rajamma (70 years) was admitted by his grand son at Olive hospital, Chennai.

Mrs. Kolla Rajamma was admitted under critical care department as it was poison case. Subsequently, family was counselled during the course of the treatment at the hospital. Poor prognosis was explained to the family members.

On 18.11.2009, the son of Kolla Rajamma patient approached the admitting office at midnight and claimed that the patient's name is wrongly given by his grand son as “Kolla Rajamma” instead of “Kolla Pentamma” and requested the front office executive to change the name immediately. No supporting documents were provided to hospital.

Questions:

- j) Being the hospital administrator, suggest methodology for change of name; and
- k) Would you allow the attendants to change the name of the patient in this situation, if so, what documents do you insist from patient attendants?



(DHAM08)

Total No. of Questions : 08]

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

First Year

HOSPITAL ADMINISTRATION

Managing Hospitals-I

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) House keeping.
b) Linen change.
c) Fiber food.
d) Analyzer for pharmacy.
e) Watch and ward.
f) Security services.

SECTION - B

Answer any three questions.

(3 x 5 = 15)

- Q2)** Explain functions of housekeeping department in hospitals.
- Q3)** State the function of Linen and Laundry.
- Q4)** Explain various food services provided in hospitals.
- Q5)** Critically examine the role of pharmacy manager.
- Q6)** Discuss various methods employed in drug management.
- Q7)** Explain the role of security services in hospitals?

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

'X' university has established a health centre for employees and students. It would like to have operation theatre, pathology, pediatric, gynecology, and dermatology departments. The strength of students is 1000 and staff 50. As an architect, draw a blue print for it. Keeping in view the significance of these, list out the considerations.

