[SAMH - 201]
M.B.A. DEGREE EXAMINATION
Hospital Administration
Second Year
Paper - I HUMAN FACTOR IN HEALTH ORGANIZATION
(Effective from the admitted batch of 2011-2012)

Time: 3 Hours
Max. Marks: 70

1. Section A consists of Six short answer questions. The candidate has to answer any THREE questions. Each question carries 5 marks i.e. $3 \times 5 = 15$ marks. The answer shall not exceed 10 lines each. All these short questions are to be answer at one place.

2. Section B consists of FIVE essay questions each with either or choice. The candidate has to answer either (a) or (b) from each question. The answer shall not exceed 5 pages each. Each question carries 10 marks i.e. $5 \times 8 = 40$ marks.

3. Section C consists of case study. The candidate has to answer it compulsory. It carries 15 marks.

SECTION - A

(3 x 5 = 15)

1. Answer any THREE of the following:
   (a) Human Resource Development
   (b) Principle of HRM
   (c) Mentoring
   (d) Money wage and Real wage
   (e) Function of Trade Unions
   (f) Industrial Dispute
2. (a) Explain the nature and scope of HRM in Hospitals.
    (OR)
    (b) What are the challenges of HR Managers at Global level?

3. (a) What is Job Analysis? What are its objectives?
    (OR)
    (b) Explain the sources of Recruitment and discuss the merits and demerits of each.

4. (a) What are the methods of training employees in organization?
    (OR)
    (b) How do you assess the employees performance in an organization?

5. (a) Explain the objectives of compensation management in an organization.
    (OR)
    (b) How do you design an incentive system of wage payment?

6. (a) Explain the significance of Harmonious industrial relations.
    (OR)
    (b) What may be the objectives of Nursing Staff Associations in Hospital Organizations?

7. Case study (Compulsory)

Mattel, the world’s largest company designs, manufactures, markets, and distributes a wide variety of toys and games in 150 countries. CEO Jill Barad’s (Barad) growth-by-acquisition strategy has misfired and the company has posted hefty losses. Robert Eckert (Eckert), who replace Barad as the CEO in May 2010, has decided against a cost cutting strategy to shore up profits. Instead, the focuses on human resource (HR) management to turn the ailing company around. Eckert commissions a global internal survey to understand what Mattel has been doing right and what it has been doing wrong from the perspective of workers. He tries to unify the workforce by creating tangible development programmes to generate a more skilled and competitive workforce and establish metrics to understand how the workforce is performing. He also sets up a systematic succession plan in the organization.

Questions for analysis:
- Discuss Mattel’s human resource (HR) strategy.
- Do you suggest any other measures to CEO for effective HR management?

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SECTION - C (15 marks)

7. Case study (Compulsory)

The information given in table is taken from the books of a manufacturer. Calculate the operating cycle in days.

Table: The given information

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Period covered</td>
<td>365</td>
</tr>
<tr>
<td>Average period of credit allowed by suppliers</td>
<td>15</td>
</tr>
<tr>
<td>Average debtors outstanding</td>
<td>450</td>
</tr>
<tr>
<td>Raw materials consumption</td>
<td>4,000</td>
</tr>
<tr>
<td>Total production cost</td>
<td>9,500</td>
</tr>
<tr>
<td>Total cost of goods sold</td>
<td>10,000</td>
</tr>
<tr>
<td>Sales for the year</td>
<td>15,500</td>
</tr>
<tr>
<td>Value of average stock maintained</td>
<td></td>
</tr>
<tr>
<td>Raw materials</td>
<td>300</td>
</tr>
<tr>
<td>Work in progress</td>
<td>330</td>
</tr>
<tr>
<td>Finished goods</td>
<td>270</td>
</tr>
</tbody>
</table>

1. Section A consists of Six short answer questions. The candidate has to answer any THREE questions. Each question carries 5 marks i.e. 3 x 5 = 15 marks. The answer shall not exceed 10 lines each. All these short questions are to be answer at one place.

2. Section B consists of FIVE essay questions each with either or choice. The candidate has to answer either (a) or (b) from each question. The answer shall not exceed 5 pages each. Each question carries 10 marks i.e. 5 x 8 = 40 marks.

3. Section C consists of case study. The candidate has to answer it compulsory. It carries 15 marks.

1. Answer any THREE of the following:
   (a) Funds flow analysis
   (b) Current assets
   (c) Sources of short-term loans
   (d) Cost of capital
   (e) Liquidity ratio
   (f) Internal rate of Return

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2. (a) What are the different components in Funds Flow Analysis?

(OR)

(b) A Company Aralias.com furnishes the information as given in table. Prepare a funds flow statement from the information of the given company given in table.

Table: Financial information on Aralias.com

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Capital and liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital</td>
<td>1,60,000</td>
<td>1,70,000</td>
</tr>
<tr>
<td>Profit and loss appropriation</td>
<td>29,000</td>
<td>49,000</td>
</tr>
<tr>
<td>Account</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors</td>
<td>19,000</td>
<td>11,000</td>
</tr>
<tr>
<td>Mortgage loan</td>
<td>--</td>
<td>10,000</td>
</tr>
<tr>
<td></td>
<td>2,08,000</td>
<td>2,40,000</td>
</tr>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land and building</td>
<td>1,00,000</td>
<td>1,00,000</td>
</tr>
<tr>
<td>Plant</td>
<td>48,000</td>
<td>68,000</td>
</tr>
<tr>
<td>Stock</td>
<td>18,000</td>
<td>14,000</td>
</tr>
<tr>
<td>Debtors</td>
<td>34,000</td>
<td>39,000</td>
</tr>
<tr>
<td>Cash and bank balance</td>
<td>8,000</td>
<td>19,000</td>
</tr>
<tr>
<td></td>
<td>2,08,000</td>
<td>2,40,000</td>
</tr>
</tbody>
</table>
doing so. In fact, I can’t recall actually billing a no-show; the letter threatening to do so seems to cure them. And when they cone-back-as nearly all of them do they enjoy the same respect and convenience as my other patients.

Questions:

1. What procedures were followed to keep the appointment system flexible enough to accommodate the emergency cases, and yet be able to keep up with the other patients’ appointments?

2. How were the special cases such as latecomers and no-shows handled?

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[SECTION - A] (3 x 5 = 15)

Write short notes on any THREE of the following:

(a) Duties of front line officer
(b) List out the clinical services
(c) What is house keeping?
(d) Concept of layout
(e) What is inventory?
(f) Method study
2. (a) What are the different rules governing the death in hospital?

(OR)

(b) How do you maintain Bio-Medical Equipments?

3. (a) Explain about MRI scan.

(OR)

(b) List out the different types of X-ray machines and discuss its uses.

4. (a) What are the different supporting services provided by the hospitals?

(OR)

(b) Explain Central Sterile Supply Department (CSSD).

5. (a) What are the various factors influencing the location?

(OR)

(b) Discuss the various types of layouts.

6. (a) Explain ABC analysis in Inventory Management.

(OR)

(b) Describe about value Engineering and value analysis.

7. Good doctor-patient relations begin with both parties being punctual for appointments. This is particularly important in my specialty-pediatrics. Mother whose children have only minor problems don’t like them to sit in the waiting room with really sick ones, and sick kids become fussy if they have to wait long.

Fitting in Emergencies

Emergencies are the excuse doctors most after give for failing to stick to their appointment schedules well, when a child comes in with a broken arm (or) the hospital calls with an emergency caesarean section, naturally I Drop everything else. If the interruption is brief, I may just scramble to catch up. If it’s likely to be longer, the next few patients are given the choice of waiting (or) making new appointments. Occasionally my assistants have to reschedule all appointments for the next hour (or) two. Most such interruption, though, take no more than 10 to 20 minutes, and the patients usually choose to wait. I then try to fit them into the spaces we’ve reserved for acute cases that require last-minute appointments.

The important thing is that emergencies are never allowed to spoil my schedule for the whole day. Once a delay has been adjusted for, I’m on time for all later appointments. The only situation I can imagine that would really wreck my schedule is simultaneous emergencies in the office and at the hospital but that has never occurred.
When I return to patient I’ve left, I say, “Sorry to have kept you waiting, I had an emergency – a bad cut”. (or what ever). A typical reply from the parent “No problem, Doctor. In all the years I’ve been coming here, you’ve never made me wait before. And I’d surely want you to leave the room if my kid were hurt”.

Emergencies aside, I get few walk-ins, because its generally known in the community that I see patients only by appointment except in urgent circumstances. A non-emergency walk-in is handled as a phone call would be. The receptionist asks whether the visitor wants advice (or) an appointment. If the latter, he (or) she is offered the earliest time available for non-acute cases. Detain with Latecomers:

Some people are habitually late; other have legitimate reasons for occasional tardiness, such as a flat tire (or) “He threw upon me”

Either way, I in hard-nosed enough not to see them immediately if they arrive at my office more than 10 minutes behind schedule, become to do so would delay patients who arrive on time. Any one who is less than 10 minutes, late is seen right away, but is reminded of what the appointment time was.

When its exactly 10 minutes past the time reserved for a patient and he hasn’t appeared at the office, a receptionist phones his home to arrange a later appointment. If there’s no answer and the patient arrives at the office a few minutes later, the receptionist says pleasantly “Hey, we were booking for you. The doctor’s had to go ahead with his other appointment, but we’ll squeeze you in as soon as we can”. A note is then made in the patient’s chart showing the date, how late he was, and whether he was seen that day (or) given another appointment. This helps us identify the rare chronic offender and take stronger measures if necessary.

Most people appear not to mind waiting if they know they themselves have caused the delay. And I’d rather incur the anger of the rare. Person who does mind than risk the ill will of the many patients who would otherwise have to wait after coming in on schedule. Although I’m prepared to be firm with parents, this is rarely necessary. My office in no way resembles an army camp. One the contrary, most people are happy with the way we run it, and tell us so frequently.

Coping with No-shows

What about the patient who has an appointment, doesn’t turn up at all, and can’t be reached by telephone? Those facts, too are noted in the chart. Usually there’s a simple explanation such as being out of town and forgetting about the appointment. If it happens a second time, we follow the same procedure. A third-time offender, though receives a letter reminding him that time was set aside for him and he failed to keep three appointments. In the future, he’s told, he’ll be billed for such wasted time.

That’s about as tough as we ever get with the few people who foul up our scheduling. I’ve never dropped a patient for
M.B.A. DEGREE EXAMINATION
Hospital Administration
Second Year
Paper - IV: MEDICAL AUDIT AND QUALITY MANAGEMENT IN HOSPITALS
(Effective from the admitted batch of 2011-2012)

Time: 3 Hours Max. Marks: 70

1. Section A consists of Six short answer questions. The candidate has to answer any THREE questions. Each question carries 5 marks i.e. 3 x 5 = 15 marks. The answer shall not exceed 10 lines each. All these short questions are to be answer at one place.

2. Section B consists of FIVE essay questions each with either or choice. The candidate has to answer either (a) or (b) from each question. The answer shall not exceed 5 pages each. Each question carries 8 marks i.e. 5 x 8 = 40 marks.

3. Section C consists of case study. The candidate has to answer it compulsory. It carries 15 marks.

SECTION - A (3 x 5 = 15)

1. Write short notes on any THREE of the following:
   (a) What is Medical Audit? How it is useful?
   (b) What is product quality?
   (c) What are the quality parameters for an Intensive Care Unit?
   (d) What do you mean by Accreditation / Certification of Hospitals?
   (e) Define process capability Index.
   (f) Quality circles.

[P.T.O.]
2. (a) What is the role of MRD in quality assurance in a Corporate Hospital.

(OR)

(b) How do you establish the relationship between medical audit with specific, processes of diagnosis and therapy.

3. (a) Discuss the uses of computers in Medical audit process. Give some applications.

(OR)

(b) What are the types of Medical audit in a Hospital? Explain them in detail.

4. (a) How do you measure the service quality in a corporate hospital and in a Institutional Hospital? Discuss.

(OR)

(b) Discuss the role and importance of Medical records and comment on modernization of M.R. Department.

5. (a) Discuss the importance of quality assurance in accident and emergency service.

(OR)

(b) Explain in detail the barriers of implementing total quality management and improvement in a Government Hospital.

6. (a) Write briefly on the organizational mechanisms of an accreditation organization. Explain the role of Government in the Hospital accreditation system.

(OR)

(b) Enumerate the benefits of ISO 9000 standard and explain. What is to be done to achieve ISO 9000 certification in health care organisation.

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7. Case study

Record maintenance is an important function of all the hospitals particularly in Corporate Hospitals. Hospitals are giving topmost priority in establishing all the necessary departments but unfortunately, they are not giving proper weightage for the construction of separate room for keeping all the records relating to the hospital as well as patients. It has become very significant nowadays to maintain the profile and history of patients who are suffering from long diseases. Though they are maintaining the records, but they are not technically maintaining in order wise.

Questions:

In view of the above, try to advise the Corporate Hospitals for the following:

(1) Need for having separate rooms for the maintenance of records.

(2) Mention the major functions you will follow in modernizing medical record department.

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M.B.A. DEGREE EXAMINATION  
Hospital Administration  
Second Year  

Paper - V: HOSPITAL SERVICES MARKETING  
(Effective from the admitted batch of 2011-2012)

Time: 3 Hours  
Max. Marks: 70

1. **Section A consists of Six short answer questions. The candidate has to answer any THREE questions. Each question carries 5 marks i.e. 3 x 5 = 15 marks. The answer shall not exceed 10 lines each. All these short questions are to be answer at one place.**

2. **Section B consists of FIVE essay questions each with either or choice. The candidate has to answer either (a) or (b) from each question. The answer shall not exceed 5 pages each. Each question carries 10 marks i.e. 5 x 8 = 40 marks.**

3. **Section C consists of case study. The candidate has to answer it compulsory. It carries 15 marks.**

**SECTION - A**  
(3 x 5 = 15)

1. Write short note on any THREE of the following:
   (a) Competition analysis
   (b) Services marketing
   (c) Consumer Behaviour
   (d) In-patient services
   (e) Product life cycle
   (f) GAP model

[ P.T.O. ]
2. (a) Define marketing management. Explain the marketing environment of a reputed hospital.

(OR)

(b) Explain the nature and scope of Hospital Services Marketing.

3. (a) Define Market Segmentation. How do you segment the market for Hospital Services.

(OR)

(b) Explain the concept Service Marketing Mix with reference to Hospitals.

4. (a) What is pricing. Explain the pricing strategies for out-patient services.

(OR)

(b) Define Distribution Channel. Explain the channel management in Hospitals.

5. (a) What are the objectives of Internal marketing. How do you conduct Internal marketing in a Hospital.

(OR)

(b) What is promotional mix. What are the promotional strategies of a Hospital.

6. (a) Explain Service Demand and Capacity Management.

(OR)

(b) What factors do you consider in quality management of Hospital services.

7. Case study (Compulsory)

Case study

The Prince Hospital Specialist Outpatient Service is home to 43 specialist rooms, ranging from cardiac surgery to haematology, oncology, sleep disorders and vascular surgery. On average, around 200 patients per day visit one of the specialist rooms, resulting in large queues. With such a diverse range of services offered. The Prince Hospital needed to implement a Patient Management solution. This challenge was compounded by the fact that many patients, particularly those who travel long distances to visit the department, tend to arrive hours before their scheduled appointment, further adding to the existing queues.

Patient visibility was a further challenge, with staff time wasted searching for patients transiting between various departments and looking for ‘lost patients’ waiting in the wrong room.

Question:

1. If you were the Managing Director of the Hospital what strategies would you recommend without injuring the goodwill of the patients towards the hospital?

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PAPER - VI : HEALTH CARE ECONOMICS
(Effective from the admitted batch of 2011-2012)

Time : 3 hours  Max. Marks : 70

1. Section - A Consists SIX Short Answer Questions. The candidate has to answer any THREE questions. Each question carries 5 marks i.e. $3 \times 5 = 15$ marks. The answers shall not exceed 10 lines each. All these short questions are to answer at one place.

2. Section - B consists of FIVE Essay Questions each with either or choice. The candidate has to answer either (a) or (b) from each question. The answer shall not exceed 5 pages each. Each question carries 8 marks i.e. $5 \times 8 = 40$ marks.

3. Section - C consists of Case Study. The candidate has to answer it compulsory. It carries 15 marks.

SECTION - A

1. Answer any THREE of the following:
   a) Capital goods
   b) Demand curve
   c) Fiscal policy
   d) Monopoly
   e) Inflation
   f) Five year plans

(P.T.O.)
SECTION - B

Answer ALL questions.

2. (a) Define managerial economics. What is its scope? Discuss its relevance.

(OR)

(b) What is demand forecasting? What is its purpose? Discuss the methods of demand forecasting.

3. (a) What is cost? Explain different cost concepts by classifying them systematically.

(OR)

(b) What do you mean by economics of size? Discuss the economies and diseconomies of scale.

4. (a) What do you mean by pricing policy? Explain how price is determined in perfect competition.

(OR)

(b) What is Business cycle? Explain different phases of business cycle.

5. (a) Discuss role of government in mixed economic system.

(OR)

(b) What is budget? Explain how state government make medical budgets.

6. (a) What is medical tourism? Explain methods to attract medical tourists.

(OR)

(b) Discuss the government policy on medical tourism.

SECTION - C

Case Study (Compulsory)

7. Discuss criteria for selecting good demand forecasting method. Explain how you will forecast the demand for a hospital of super specialty nature.