

MANIPAL ACADEMY OF HIGHER EDUCATION**MD (HOSPITAL ADMINISTRATION) DEGREE EXAMINATION – MAY 2021****PAPER I**

Monday, May 03, 2021

Time: 14:00 – 17:00 Hrs.

Max. Marks: 100

✗ **Answer ALL the questions.**

✗ **Draw diagrams wherever necessary.**

✗ **Long Essays:**

1. In the light of various 'Leadership styles', discuss and describe the style you will adopt in managing a 250 bedded general hospital as chief administrator.
2. Discuss the process of incorporating Lean & Six Sigma on Business process improvements of Organisation with two healthcare examples.

(15 marks × 2 = 30 marks)

3. **Short Essay:**

- 3A. Discuss on Activity Based Costing with an example in Cath lab.

(7 marks)

- 3B. Bring out the difference between 'Skills of a manager' and 'functions of a manager'. What are four specific & six general skills of a Manager.

(7 marks)

- 3C. You have been appointed as the Medical superintendent of a 500 bedded general hospital by a corporate hospital chain. Discuss the structural changes you will adopt in the hospital functioning for making it as a leading corporate hospital.

(7 marks)

- 3D. Discuss the steps in planning you will adopt in setting up a PET-CT in your organization.

(7 marks)

- 3E. Explain the following with examples:

- i) 'Cost-benefit-analysis' (CBA)
- ii) 'Cost-effectiveness-analysis' (CEA).
- iii) 'Cost-Utility analysis (CUA)

(7 marks)

- 3F. Explain step-by-step procedure of identifying a consumable material in terms of procurement, storing and issuing.

(7 marks)

3G. What is “profit”? Recommend a suitable profit policy for a well - established firm. Justify your answer.

(7 marks)

3H. Describe usefulness of BCG Matrix.

(7 marks)

3I. Discuss Organisational culture as a liability. Discuss the factors that create and keep an Organisational culture alive.

(7 marks)

3J. From the following particulars calculate:

- i) Cost of production
- ii) Profit

	In Rupees		In Rupees
Opening stock of raw materials	40,000	Opening stock of work in progress	20,000
Opening stock of finished goods	1,00,000	Raw materials purchased	10,00,000
Direct wages	7,60,000	Sales for the year	24,00,000
Closing stock of raw materials	1,50,000	Closing stock of work in progress	30,000
Factory overhead	1,60,000	Direct expenses	1,00,000
Office and Adm. Overhead	1,20,000	Selling and Distribution expenses	60,000
Closing stock of finished goods	1,00,000		

(3½ marks × 2 = 7 marks)



MANIPAL ACADEMY OF HIGHER EDUCATION
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PAPER II

Tuesday, May 04, 2021

Time: 14:00 – 17:00 Hrs.

Max. Marks: 100

✍ **Answer ALL the questions.**

✍ **Draw diagrams wherever necessary.**

✍ **Long Essays:**

1. What is the background of bringing in PPP model and FIVE Objectives that a PPP model would achieve? Exemplify different models of PPP in health sector?
2. Explain with example Likert scale. What are the demerits of Likert Scale in OPD patient satisfaction surveys?

(15 marks × 2 = 30 marks)

✍ **Short Essays:**

- 3A. Discuss the role of three Non-governmental agencies towards community in 21st century.
- 3B. Describe the national demographic goals.
- 3C. Discuss types of “Cohort studies” with suitable examples.
- 3D. Define and classify sampling. Write briefly three random sampling methods with examples.
- 3E. Discuss the important characteristics of a Screening test.
- 3F. Define the following with current National and Karnataka state values:
 - i) Crude birth rate ii) Crude death rate iii) General fertility rate
 - iv) Total fertility rate v) Neonatal mortality rate
- 3G. What are the objectives of national program on lifestyle diseases and their prevention strategy for India?
- 3H. The distribution of age at diagnosis of diabetes is as follows:

Age (Years)	20-30	30-40	40-50	50-60	60-70	70-80
Percent	5	10	23	30	24	8

- i) Construct a frequency polygon. ii) Compute relative frequencies.
- 3I. Define the term “inpatient.” Discuss the significance of Average Length of stay in hospital statistics.
- 3J. Discuss the importance of Epidemiological determinants and triad.

(7 marks × 10 = 70 marks)



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MANIPAL ACADEMY OF HIGHER EDUCATION

MD (HOSPITAL ADMINISTRATION) DEGREE EXAMINATION – MAY 2021

PAPER III

Wednesday, May 05, 2021

Time: 14:00– 17:00 Hrs.

Max. Marks: 100

✍ Answer ALL the questions.

✍ Draw diagrams wherever necessary.

✍ Long Essays:

1. Classify Intensive Care Units. Explain the planning consideration of 20-bed Intensive care unit.
2. How will you plan & organize a blood transfusion service for a 750-bed hospital?
(15 marks × 2 = 30 marks)

✍ Short Essays:

- 3A. Discuss on importance of Average length of stay, Bed Occupancy rates in a hospital with their formulae?
- 3B. Explain the format of Surgery Consent form that can be used in a hospital?
- 3C. What are important features to implement the recommendations of POCSO (Protection of Children from Sexual Offences) Act in a hospital?
- 3D. Define Hospital acquired Infections. Discuss the composition, role & functions of Hospital infection control committee.
- 3E. Discuss of salient features of Hospital security and differences in managing between outsourced & in-house security.
- 3F. Mention the steps to be taken to prepare OP & IP medical records for storing for official purpose.
- 3G. Explain the “Modular grid”. Discuss on importance of anthropometric measurements in designing of a hospital?
- 3H. Classify the different types of hospitals and their role in healthcare delivery in India.
- 3I. Who will be Disaster Management Committee Members and mention FOUR skills of a member?
- 3J. Describe the implementation in brief of Right to Information Act in a general hospital.
(7 marks × 10 = 70 marks)



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PAPER IV

Thursday, May 06, 2021

Time: 14:00 – 17:00 Hrs.

Max. Marks: 100

✍ **Answer ALL the questions.**

✍ **Draw diagrams wherever necessary.**

✍ **Long Essays:**

1. Discuss any three models of organizing maternity (antenatal, labour & post-natal) wards with respect to Nursing services? Mention any FIVE value-added services that can be provided to patients in private maternity hospital.

2. A dead fetus was recovered from the dustbin in your hospital premises. What would be standard procedures an administrator needs to follow?

(15 marks × 2 = 30 marks)

✍ **Short Essays:**

3A. Describe what is Evidence Based Designing. How does it help in improving efficiency of operations of a hospital in the long run?

3B. How do you do Sentinel Event Mapping in Patient Safety Management?

3C. Discuss the oldest type of ward design. What are the common problems faced in a Nightingale Ward?

3D. Discuss on storage precautions of radioisotopes in nuclear medicine department. How do you transport these in India?

3E. Describe the process of preparing a Hospital Formulary. How is it different from drug list in hospital pharmacy?

3F. Discuss on advantages & problems of getting medical tourism business for your hospital.

3G. What are planning considerations for a dental clinic? How do you dispose the mercury amalgams?

3H. What are three types of Intramural transportation systems in hospital? Write advantage and disadvantages of each system.

3I. Describe the Visitor's policies of Neonatal Intensive Care Unit. Discuss the plan to implement Code Pink in a hospital.

3J. Discuss the implementation of diet program to General ward and a special beds block.

(7 marks × 10 = 70 marks)

