

MANIPAL ACADEMY OF HIGHER EDUCATION
MD (HOSPITAL ADMINISTRATION) DEGREE EXAMINATION – JULY 2023

PAPER I

Monday, July 03, 2023

Time: 14:00 – 17:00 Hrs.

Max. Marks: 100

☞ **Answer ALL the questions.**

☞ **Long Essays:**

1. Communication is “Life Blood” of an organization. Discuss External and Internal Communication system in hospitals and its importance in ensuring patient safety.

(5+5+5 = 15 marks)

2. Discuss the various approaches to management. How will you incorporate participative management in healthcare?

(10+5 = 15 marks)

3. **Short Essays:**

3A. What are the biases and errors in decision making? Suggest methods to overcome it.

3B. Discuss in brief on different types of Job Design and its application to Hospitals.

3C. Mention 7 differences between Personnel management and Human Resource management.

3D. Who is a ‘Vendor’? Discuss in brief on Vendor Managed Inventory system.

3E. What is ‘Management by Objectives’ (MBO)? Discuss the importance of MBO in modern management.

3F. What is ‘Digital Marketing’? Explain with suitable examples related to healthcare.

3G. Discuss the steps you will undertake to plan a cost-containment strategy for your hospital

3H. Define ‘Conflict’. Discuss the role of the administrator in resolving organizational conflicts.

3I. Discuss the theories of motivation in the context of modern workforce management.

3J. What is ‘Activity Based Costing’ (ABC)? Explain with an example related to healthcare.

(7 marks × 10 = 70 marks)



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PAPER III

Wednesday, July 05, 2023

Time: 14:00 – 17:00 Hrs.

Max. Marks: 100

- ✍ **Answer ALL the questions.**
✍ **Draw diagrams wherever necessary.**

✍ **Long Essays:**

1. Discuss assessment, accreditation program of NABL by QCI of a 700-bed hospital laboratory department.
(15 marks)

2. Write down an Architect's Brief for a 500-bed Hospital.
(15 marks)

3. **Short Essays:**

- 3A. Discuss the roles of hospital administrator in planning & project stage of hospital.
- 3B. Define any 7 planning parameters considered in specific for Radio-imaging department.
- 3C. What provisions shall be made in a 250 bed multi-specialty hospital, so as to comply with Biomedical waste (management and handling rules) Act, 2011?
- 3D. Describe the planning of one Operation room with its supportive service rooms required.
- 3E. Discuss on a Core type of design of an Emergency department.
- 3F. What is Foot space index? How is it relevant in current day urban hospitals?
- 3G. Discuss 5 fire safety parameters mentioned for high-rise building as per National building codes?
- 3H. Explain with Gantt Chart the commissioning stage of a 200-bed hospital. Discuss on shake-down period.
- 3I. What are legal & ethical issues in managing a "Telemedicine" Unit.
- 3J. What is Medical Negligence? Mention 4 ways of ensuring mitigating it.

(7 marks × 10 = 70 marks)



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PAPER IV

Thursday, July 06, 2023

Time: 14:00 – 17:00 Hrs.

Max. Marks: 100

✍ **Answer ALL the questions.**

✍ **Draw diagrams wherever necessary.**

✍ **Long Essays:**

1. Discuss planning, organizing and design considerations for installing a 3 tesla MRI in a tertiary care hospital.

(15 marks)

2. How will you plan and design your hospital to adopt “Progressive Patient care” approach? Illustrate with examples

(15 marks)

3. **Short Essays:**

3A. Discuss few managerial issues in managing an ‘Intensive Care Unit’ (ICU) of a tertiary care hospital.

3B. How will you plan and organize a ‘blood camp’ in the neighborhood? Explain.

3C. Discuss on “Physician Payment Models” and its impact on Quality and Performance of the healthcare setup

3D. What is “Risk Management” in Hospitals? Explain with examples

3E. Define the term ‘condemnation procedure’. Discuss the steps involved in condemnation procedure.

3F. Discuss the importance of hospital dietary services in the hospital.

3G. What is ‘Cadaveric transplant’? How will you sensitize your hospital towards cadaveric transplant services?

3H. What is ‘Benchmarking’? Discuss the importance of benchmarking in enhancing quality of care.

3I. What is Hospital Acquired Infection (HAI)? Discuss the importance of monitoring HAI in a tertiary care hospital

3J. Discuss the ventilation system adopted in operation theaters of a tertiary care hospital.

(7 marks × 10 = 70 marks)

