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**MANIPAL ACADEMY OF HIGHER EDUCATION**  
**MD (HOSPITAL ADMINISTRATION) DEGREE EXAMINATION – JANUARY 2025**  
**(REGULAR)**

**PAPER I**

Tuesday, January 14, 2025

Time: 14:00 – 17:00 Hrs.

Max. Marks: 100

✍ Answer ALL the questions.

1. What are barriers of training programs in hospitals? How can they be overcome into achieving organizational goals of training?
2. Explain step-by-step procedure of identifying a consumable material in terms of procurement and issuing. Describe the types of Codification of items in a stores.
3. Discuss the Mc Kinsey's 7S management approach with its history, diagram, uses and limitations.
4. Discuss the process of implementation of balanced score card concept in Human resources management.
5. "I'm OK, you're not OK" is the paranoid position, I'm not OK, you're OK" this is the depressive position. How can Transactional Analysis be used in these life positions as an Organisational development tool?
6. Discuss the concept of "resistance to Change" in an Organisation by employees.
7. Classify the items in a balance sheet with examples? Describe about Owner's equity.
8. Describe the provisions of Companies Act and Minimum Wages Act on hospitals.
9. Write short note on,
  - a) Direct Marketing
  - b) Public Relations.
10. Discuss the importance of "Conceptual skills" & "Interpersonal skills" of a Manager.

(10 marks × 10 = 100 marks)



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**PAPER II**

Wednesday, January 15, 2025

Time: 14:00 – 17:00 Hrs.

Max. Marks: 100

**Answer ALL the questions.**

1. Describe the importance of Data Cleaning in healthcare research? Elaborate on the errors that can happen in healthcare research.
2. List five variables that affect the growth and decline of human populations. How can we calculate the change of population in one area?
3. Describe the role of housing, shelter, neighborhood on an individual doctor? And their effect on health in society.
4. Define the current official definition of Health? Define Institutional care and its role in primary prevention? Define how “stigma” withing society can be removed by institutional care.
5. Explain the role of non-governmental organizations (NGOs) in health of society? Classify the types of NGOs in India and the license approvals? What are the characteristics of an accountable NGO management?
6. Discuss principles of Health Education, types of health education? How to study the effectiveness of health education and communication?
7. Discuss on National health program on prevention and control of Cancers in India?
8. Explain multiple linear regression, perfect positive correlation, and blocking randomization.
9. Explain the features of perfect competition and monopolistic competition in healthcare delivery system in India.
10. Describe the legislation in India about Euthanasia? Describe the process in a large hospital of withdrawing life support.

(10 marks x 10 = 100 marks)





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**PAPER III**

Thursday, January 16, 2025

Time: 14:00 – 17:00 Hrs.

Max. Marks: 100

**✍ Answer ALL the questions.**

1. Discuss on Floor Area ratio. Describe how you will use it to plan a medical college hospital in an area of 50 acres of land in Udupi district.
2. Describe the fire safety planning of an intensive care unit and operation theater block.
3. Discuss the effluent treatment plant for a rural health center with 90 beds hospital.
4. Discuss a plan to implement performance appraisal mechanism in nursing services in a 400-bed hospital.
5. What are three different levels of quality in Kano model of customer satisfaction, describe using an example in pharmacy outlet of the district hospital?
6. Describe the implementation of management of medication chapter of NABH 5<sup>th</sup> edition guidelines.
7. Elaborate on the financial planning of a small 80-bed private hospital with 4 super specialty services and their supportive broad specialties in tier 2 city.
8. Explain the planning parameters for a nuclear medicine department in a multi-specialty hospital.
9. Discuss on the licensing requirement for clinical trials on humans in a hospital.
10. Mention four guiding principles of hospital planning in India. Explain a method of assessing demand and need for outpatient services of a hospital in India.

(10 marks × 10 = 100 marks)



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**PAPER IV**

Friday, January 17, 2025

Time: 14:00 – 17:00 Hrs.

Max. Marks: 100

**Answer ALL the questions.**

1. Discuss the importance of communication in interprofessional coordination of patient care.
2. Discuss the planning, organization, staffing and workflow adopted in closed 'Intensive care Unit'
3. Discuss the design features and workflow in a radiology department of a multispecialty unit.
4. Discuss the importance of NABH accreditation in enhancing patient care quality.
5. Discuss the role of active medical audit as quality assurance parameter.
6. What are the various types of maintenance programs negotiated at the time of purchase? Explain
7. Define the term 'Hospital Committee'. Discuss the role of committee in aiding the medical administrator to effectively manage the hospital
8. Discuss patient rights and responsibilities with an example.
9. Define Patient Safety. Discuss the concept of Swiss Cheese Model for enhancing Patient Safety.
10. What is 'Hospital statistics', Discuss the importance of Hospital Statistics for medical administrator

(10 marks × 10 = 100 marks)

