Rajiv Gandhi University of Health Sciences, Karnataka

V semester Bachelors in Hospital Administration Degree Examination – SEP-2017

Time: Three Hours | Max. Marks: 80 Marks

Quality in Health Care

Q.P. CODE: 1317

Your answers should be specific to the questions asked.
Draw neat, labeled diagrams wherever necessary

LONG ESSAYS (Answer any Two) 2 x 10 = 20 Marks

1. Define Quality. Demings 14 steps in Quality management
2. Explain the evolution and characteristics of ISO 9000
3. Explain in detail the parameters used to evaluate the performance of hospitals.

SHORT ESSAYS (Answer any Eight) 8 x 5 = 40 Marks

4. Explain the components of TQM.
5. What are the various quality terminologies you have studies? Explain.
6. What are the benefits of ISOO 9000 certification?
7. Explain briefly the purpose of JCIA.
8. What are the functions of quality assurance committee?
9. Explain quality delivery process.
10. Write short notes on process reengineering.
11. How will you analyze the training needs in an organization? Explain.
12. Briefly explain the purpose and process of quality assurance.
13. Discuss the different techniques adopted in quality auditing.

SHORT ANSWERS (Answer any ten) 10 x 2 = 20 Marks

14. PDCA cycle
15. Fishbone diagram
16. Flow charting
17. Medical audit
18. Quality Manual – define.
19. Four dimensions of quality
20. Six sigma – define
21. Quality circle
22. State the principle of pareto analysis.
23. Objectives of quality policy
24. Reasons for benchmark
25. Patients satisfaction

Rajiv Gandhi University of Health Sciences, Karnataka

V semester Bachelors in Hospital Administration Degree Examination – MAY 2017

Time: Three Hours | Max. Marks: 80 Marks

Quality in Health Care

Q.P. CODE: 1317

Your answers should be specific to the questions asked.
Draw neat, labeled diagrams wherever necessary

LONG ESSAYS (Answer any Two) 2 x 10 = 20 Marks

1. Define quality. What are fourteen steps in quality management as per eminent quality guru Deming?
2. Enumerate the benefits of implementing ISO 9001 in a hospital.
3. Explain quality certification system in hospital. Briefly write about NABH.

SHORT ESSAYS (Answer any Eight) 8 x 5 = 40 Marks

4. Explain the organization of the quality management system.
5. Patients feed back form
6. PDCA cycle
7. Define Apex manual.
8. What are the techniques used in the quality control in improving the performance of the hospital?
9. What are the objectives and benefits of accreditation?
10. Give the approaches to the measurement of quality.
11. What are the principal concepts of ISO 9000 QMS?
12. Briefly explain the different methods used to assure quality in hospitals.
13. Pre Assessment Survey

SHORT ANSWERS (Answer any ten) 10 x 2 = 20 Marks

14. Cause and effect analysis
15. Brain storming
16. Flow charting
17. Problem solving
18. Internal audit
19. Quality structure
20. 5 S system of organization
21. What is quality?
22. Six sigma
23. Lean
24. Quality outcome
25. Quality circle

Rajiv Gandhi University of Health Sciences, Karnataka

V semester Bachelors in Hospital Administration Degree Examination – SEP-2017

Time: Three Hours Max. Marks: 80 Marks

Human Resource Management

Q.P. CODE: 1318

Your answers should be specific to the questions asked.
Draw neat, labeled diagrams wherever necessary

LONG ESSAYS (Answer any Two) 2 x 10 = 20 Marks

1. Define performance appraisal. Explain the process.
2. What do you understand by grievance? Describe the grievance handling process.
3. Define human resource planning and write the process in detail.

SHORT ESSAYS (Answer any Eight) 8 x 5 = 40 Marks

4. Process of selection
5. Problems of rating
6. Objectives of HRM
7. Employment interview
8. Methods of job evaluation
9. On-job training
10. Importance of promotion and transfer in hospitals
11. Steps in devising a remuneration plan in relation to hospital
12. Importance of evaluating training program
13. Factors affecting effective recruitment

SHORT ANSWERS (Answer any ten) 10 x 2 = 20 Marks

14. Define personal audit.
15. Define job design.
16. Advantages of effective selection process
17. Topics included in employee orientation
18. Burnout
19. Need for right sizing in hospital
20. Arbitration
21. Types of transfer
22. Reasons for accidents in hospital
23. Fringe benefit
24. Job description
25. Inputs in training process

Rajiv Gandhi University of Health Sciences, Karnataka

V semester Bachelors in Hospital Administration Degree Examination – May 2017

Time: Three Hours | Max. Marks: 80 Marks

Human Resource Management

Q.P. CODE: 1318

Your answers should be specific to the questions asked.
Draw neat, labeled diagrams wherever necessary

LONG ESSAYS (Answer any Two) 2 x 10 = 20 Marks

1. Define Selection. Explain its importance. What are the selection tests you could use?
2. What is Human Resource Management? Discuss briefly importance, objectives and process of HRM.
3. "Recruitment is a positive approach" – elaborate.

SHORT ESSAYS (Answer any Eight) 8 x 5 = 40 Marks

4. What are the functions of a personal manager in a hospital?
5. Write a note on Grievance handling system in terms of hospital.
6. Discuss the methods of performance appraisal.
7. What do you mean by HRD? Explain briefly the role of training in HRD.
8. Write a note on Impact of globalization on human resource management and its problems in relation to Hospitals.
9. Discuss the principles and techniques of wage fixation.
10. Why is health and safety important in hospital?
11. Why training and induction is important in hospitals?
12. What is monotony and boredom? Discuss the factors contributing to monotony and boredom.
13. Explain the meaning and importance of human resource planning in 500 bedded teaching hospitals.

SHORT ANSWERS (Answer any ten) 10 x 2 = 20 Marks

14. Difference between Personnel records and Personnel audits
15. What is fatigue?
16. What do you mean by Work environment?
17. What is the meaning of compensation?
18. What are the needs for right sizing?
19. What do you mean by knowledge management?
20. What are the types of rewards?
21. State the meaning of promotion.
22. What are the various environment factors which affect HRM practices?
23. What is meant by Morale?
24. What are the qualities that HR Manager should possess in order to perform his job effectively?
25. What do you mean by grievance redressal?

Rajiv Gandhi University of Health Sciences, Karnataka

V semester Bachelors in Hospital Administration Degree Examination – OCT-2017

Time: Three Hours Max. Marks: 80 Marks

Hospital Support Services

Q.P. CODE: 1319

Your answers should be specific to the questions asked. Draw neat, labeled diagrams wherever necessary

LONG ESSAYS (Answer any Two) 2 x 10 = 20 Marks

1. Describe Hospital engineering and maintenance services under following headings: (a) Introduction (b) Functions of engineering department (c) Organization structure (d) Types of maintenance work (e) Policy and procedures.
2. Describe hospital laundry services under following headings: (a) Introduction (b) Functions (c) Organization structure (d) Size of active inventory (e) Linen classification (f) Work flow.
3. Describe hospital emergency services under following headings: (a) Objectives (b) Functions (c) Work flow (d) Policy and procedure of the department.

SHORT ESSAYS (Answer any Eight) 8 x 5 = 40 Marks

4. Hospital support services are an essential part of hospital services, explain it.
5. Explain importance of Nursing services in a Hospital services.
6. Describe policy and procedures for Ambulance Services in a hospital.
7. Describe myths and realities of hospital as an organization.
8. Describe functions of Hospital Pharmacy.
9. Write work / process flow of Hospital mortuary service.
10. Describe legal aspects of Medical records.
11. Describe policy and procedures of Blood Bank.
12. Write process flow of Hospital dietary department.
13. Write a note on diagnostic service in a hospital.

SHORT ANSWERS (Answer any ten) 10 x 2 = 20 Marks

14. Define medical records.
15. Define organizing.
16. Define Hospital and Health.
17. Define and explain coding.
18. What is triage?
19. Describe term “postmortem care”.
20. What are various sections of hospital lab, name all the sections?
21. What is EOQ?
22. What are criteria for blood donation?
23. Describe Hospital formulary.
24. Describe importance of proper storage in hospital kitchen.
25. How to prepare patient for safe transferring?

Rajiv Gandhi University of Health Sciences, Karnataka

V semester Bachelors in Hospital Administration Degree Examination – May 2017

Time: Three Hours | Max. Marks: 80 Marks

Hospital Support Services

Q.P. CODE: 1319

Your answers should be specific to the questions asked.
Draw neat, labeled diagrams wherever necessary

LONG ESSAYS (Answer any Two) 2 x 10 = 20 Marks

1. Define organizing and organization. Explain in detail process of organizing of hospital services.
2. Discuss managerial and operational issues of pharmacy department in a hospital.
3. Describe factors determining number of nursing staff in a ward. What are various methods of assigning duty to nursing staff in a ward?

SHORT ESSAYS (Answer any Eight) 8 x 5 = 40 Marks

4. Describe policy and procedures of Hospital mortuary services.
5. Discuss role of management in ensuring safe work practice in hospital lab.
6. Describe problem faced by hospital administrators in managing housekeeping department.
7. What is need of inventory management in a hospital?
8. Describe functions of hospital support services.
9. Draw a process flow of work activities in Mortuary.
10. Explain importance of medical records as a legal document.
11. Describe functions of Hospital blood bank.
12. Write policy and procedures for hospital dietary department.
13. Draw process flow of medical records for IPD patients.

SHORT ANSWERS (Answer any ten) 10 x 2 = 20 Marks

14. Differentiate between ABC and VED analysis.
15. Differentiate between autopsy and postmortem.
16. What is biomedical engineering?
17. Differentiate between a normal vehicle and an ambulance.
18. Define medical record.
19. What is lead time?
20. What is ICD?
21. Role and function of blood transfusion committee
22. List down types of emergency services
23. Chemical safety rules to be followed in a lab
24. Functions of laundry department in hospital
25. What is EMR? What is its importance in current health care scenario?

Rajiv Gandhi University of Health Sciences, Karnataka

V semester Bachelors in Hospital Administration Degree Examination – OCT 2017

Time: Three Hours Max. Marks: 80 Marks

Financial Management

Q.P. CODE: 1320

(QP Contains Two Pages)

Your answers should be specific to the questions asked.

Draw neat, labeled diagrams wherever necessary

LONG ESSAYS (Answer any Two) 2 x 10 = 20 Marks

1. What is working capital management? Explain different factors influencing working capital management.
2. Explain objective of financial management.
3. Modern company limited is considering the purchase of a machine, which cost Rs.50,000. The machine has a life expectancy of 5 years and no salvage value. The tax rate is 35%. Assume the company uses straight line method o depreciation. The estimated cash flow before depreciation and tax (CFBDT) from the investment is as follows:

YEAR	1	2	3	4	5
CFBDT	10,000	10692	12769	13462	20385

Compute the following:
(a) Payback period
(b) Average rate of return
(c) NPV at 10% discount rate
(d) Profitability index at 10% discount rate

The PVF at 10% for Re.1 as follows

YEAR	1	2	3	4	5
PVF AT 10%	0.909	0.826	0.751	0.683	0.621

SHORT ESSAYS (Answer any Eight) 8 x 5 = 40 Marks

4. Explain functions of finance.
5. Explain different factors affecting working capital management.
6. Explain CVP analysis.
7. Explain different types of dividend policies.
8. Explain wealth maximization.
9. From the following particulars of a sun shine company, compute the operating cycle:
   Average inventory
   a) Raw materials – 4,00,000
   b) Work in progress – 6,00,000
   c) Finished goods – 8,00,00
   particulars of daily operation
   a) Raw materials consumed – 40,000
   b) Cost of production – 1,00,000
   c) cost of goods sold – 1,60,000
   d) Credit sales – 1,60,000
   e) Credit purchase – 80,000
   f) Total debtors – 8,00,000
   g) Total creditors – 10,40,000
   Assume 360 days per year for the purpose
10. The installed capacity of a factory is 700 units. The actual capacity is 500 units. Selling price per unit is Rs.10 and variable cost per unit is Rs.6 per unit
    Calculate the operating leverage in each of the following situations:
    a) When fixed cost are Rs.500

b) When fixed cost are Rs1,100
c) When fixed cost are Rs.1,500

11. Joy limited issues 10 year 9% redeemable debenture for Rs.100 each at par of Rs.5,00,000 and incurs issue expenses at 2%, the company is in 40% tax bracket.
Calculate the cost of debt assuming that the debentures are redeemable
a) At par
b) 5% discount and
c) 5% premium

12. From the following particulars calculate breakeven point in terms of units and rupees:
Fixed expenses – Rs.2,00,000
Variable cost per unit – Rs.15
Selling price per unit – Rs.20

13. From the following particulars, calculate the weighted average cost of capital:

SOURCES OF FUNDS	AMOUNT	SPECIFIC COST OF CAPITAL
Equity share capital	6,00,000	15%
Retained earnings	3,00,000	15%
Preference share capital	2,00,000	10%
Debentures	2,00,000	12%

SHORT ANSWERS (Answer any ten) 10 x 2 = 20 Marks

14. Define finance.
15. What is capital structure?
16. What is profit maximization?
17. What is a share?
18. What is meant by inventory management?
19. What is meant by operating leverage?
20. What is meant by breakeven point?
21. What is meant by optimum capital structure?
22. What is meant by secondary market?
23. Name the motives for holding inventory.
24. What is meant by gross and net working capital?
25. How to calculate EPS?

Rajiv Gandhi University of Health Sciences, Karnataka

V semester Bachelors in Hospital Administration Degree Examination – May 2017

Time: Three Hours Max. Marks: 80 Marks

Financial Management

Q.P. CODE: 1320

(QP contains two pages)

Your answers should be specific to the questions asked.

Draw neat, labeled diagrams wherever necessary

LONG ESSAYS (Answer any Two) 2 x 10 = 20 Marks

1. Explain Inventory and Accounts Recievable Management.
2. Explain short-term and long-term sources of Finance.
3. Kwality limited is capitalized with Rs.10,00,000 divided into 1,00,000 Equity Shares of Rs.10. The management desire to raise another Rs.10,00,000 to finance a major expansion programme.
   There are four possible financial plans – the company is in 50% tax bracket.
   a) All Equity Shares
   b) Rs. 5 Lakhs in Equity and the balance in Debentures carrying 12% Interest
   c) All Debentures carrying 10% Interest
   d) Rs. 5 Lakhs in Equity and Rs.5 Lakhs in Preference Shares carrying 10% Dividend
   The existing EBIT amounts to Rs.2,00,000 p.a.
   Calculate EPS in all the above four plans.

SHORT ESSAYS (Answer any Eight) 8 x 5 = 40 Marks

4. Explain Profit Maximization.
5. Explain factors influencing Capital Structure.
6. Explain different types of Leverage.
7. Explain Cash Management.
8. Explain approaches to Finance.
9. Explain Capital Market and Money Market.
10. The Prosperous Company Ltd. is 20% of their earnings as Dividend every year. The annual profits for the last 5 years are Rs.1,00,000 and the number of Equity Shares outstanding is 10,000. The earnings of the company recorded an annual growth of 5%. The market price of share is Rs.100. Calculate cost of Equity Share Capital.
11. From the following particulars relating to a project, calculate IRR. The cost of the project is Rs.50,000; the life of the project is 5 years and following are the expected cash inflows of the project.

Years	1	2	3	4	5
Cash inflows	20,000	15,000	10,000	15,000	8,000

Present Value Factors at 10% and 15%

Years	1	2	3	4	5
PVF at 10%	0.909	0.826	0.751	0.683	0.621
PVF at 15%	0.870	0.756	0.658	0.572	0.497

12. The following information is available in respect of a product.
    - Units sold – 30,000
    - Units sale price – Rs.10
    - Fixed cost – Rs.40,000
    - Variable cost per unit – Rs.6
    - Tax rate – 50%
    - 10% debt capital of Rs.1,00,000

Calculate Operating Leverage, Financial Leverage and Combined Leverage.

13. 10 year, 8% Debentures of Rs.100 face value, redeemable at 5% premium, sold at par, 2% flotation cost. Calculate Cost of Debt, the company is in 50% tax bracket.

SHORT ANSWERS (Answer any ten) 10 x 2 = 20 Marks

14. Define Capital Structure.
15 What is meant by Inventory?
16. Define Financial Management.
17. What is meant by Funds Flow Statement?
18. What is meant by Financial Leverage?
19. What is meant by Primary Market?
20. What is Scrip Dividend?
21. What is meant by Contribution?
22. What is meant by permanent and temporary Working Capital?
23. How do you calculate P/V ratio?
24. What is meant by Wealth Maximization?
25. What is meant by Financial Market?