Rajiv Gandhi University of Health Sciences, Karnataka

V semester Bachelors in Hospital Administration Degree Examination – 07-Jan-2022

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 audit. Explain the role of audit in measuring the quality and its role improving healthcare.
2. What is quality assessment? Explain in detail the Deming's contribution and his management guidelines in improving healthcare.
3. Explain the steps involved in measuring quality in detail.

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

4. Write a note on Total quality management.
5. Explain the contribution of Patient satisfaction survey in attaining quality in hospitals.
6. Describe the concept of hospital accreditation.
7. What are the Key dimensions of healthcare?
8. Explain the process of Organizing total quality system in hospital.
9. Explain the Conceptual model of potential patient contribution in quality care.
10. Explain the process of Formulation of explicit criteria & standards.
11. Describe the process of outcome management.
12. What are the methods to evaluate quality in healthcare?
13. Explain the techniques of quality management.

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

14. Total quality culture.
15. Quality assurance.
16. Determinants of Patient satisfaction.
17. Goals of quality improvement.
18. PDCA cycle.
19. Process analysis.
20. Aspects of quality care.
21. Define quality management.
22. Difference between accreditation and certification.
23. Juran Trilogy.
24. Golden rule of NABH.
25. QCI.

Rajiv Gandhi University of Health Sciences, Karnataka

V semester Bachelors in Hospital Administration Degree Examination – 19-Jan-2021

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. Briefly explain the organization and management approaches of healthcare quality system.
2. Quality Assurance helps the organization to the performance of service. Elaborate
3. Enumerate the importance and steps the healthcare accreditation.

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

4. Essentials of quality improvement in healthcare
5. Short note on procedure for formulating explicit criteria and standards
6. Steps for ISO-certification
7. How can we conduct patient satisfaction survey?
8. Implementation of outcome management
9. Discuss the principles and obstacles for implementing TQM.
10. Short note on audit process
11. Determinants of quality
12. Attributes required for good patient practitioner relationship
13. Steps for measuring quality

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

14. What is outcome management?
15. Define quality control.
16. Types of audits in healthcare
17. What is quality improvement?
18. Define structure.
19. Dimensions of quality
20. Define benchmarking.
21. Obstacles to implement TQM
22. What is appreciative quality?
23. Define Audit.
24. What is process?
25. What is Legitimacy?

*****

Rajiv Gandhi University of Health Sciences, Karnataka

V semester Bachelors in Hospital Administration Degree Examination – 23-Jul-2021

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. What do you understand by grievance? Describe the grievance handling process.
2. Define compensation and remuneration. Explain the factors influencing employee remuneration.
3. Define Human Resource management. Explain the Scope, objectives and functions of human resource management.

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

4. Write a note on Disciplinary procedures adopted in an hospital.
5. Advantages and Disadvantages of Trade Unions.
6. Types of incentive plans in an organization.
7. Causes for fatigue, monotony and boredom in hospital.
8. Write a note on Promotion and Transfer.
9. Importance of performance appraisal.
10. Responsibilities and duties of HR manager.
11. Difference between Job enlargement and enrichment.
12. Process of Job evaluation.
13. Factors affecting wage fixation.

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

14. Define personal audit.
15. Define Absenteeism.
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. Define Minimum Wages as per the Minimum Wages Act.
23. Fringe benefits.
24. Job description and Job specification.
25. Types of Incentive plans.

Rajiv Gandhi University of Health Sciences, Karnataka

V semester Bachelors in Hospital Administration Degree Examination –

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 human resource planning. Elaborate the process in human resource planning. Write a note on the barriers in human resource planning.
2. How do you measure performance? What are the essentials of effective performance appraisal? Discuss the methods of performance appraisal.
3. How do you handle grievance in a health care industry? Write a note on the causes of grievance.

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

4. “Recruitment is positive in approach”. Substantiate your argument with reasoning
5. Write a note on the various types of On- the Job training methods.
6. Enumerate the types of test in selection. What is the uses of test in selection.
7. Discuss the importance and methods of job evaluation.
8. Importance of promotion and transfer in hospitals
9. Write a note on the importance and benefits of knowledge management in a health care organization.
10. Discuss the role and responsibilities of human resource manager.
11. Write a note on the selection process in an organization.
12. Discuss the impact of globalization on human resource management.
13. How will you ensure the safety of employees in a hospital?

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

14. What is minimum wage, fair wage and living wage?
15. What is Courtesy Interview?
16. What is placement and its importance?
17. Types of transfer
18. What is work environment?
19. Types of rest pauses to overcome fatigue
20. What is rightsizing?
21. Challenges for fixing remuneration
22. Job description V/s Job specification
23. Process of human resource management
24. Personnel records maintained in an organization
25. Differentiate between orientation and training

*****

Rajiv Gandhi University of Health Sciences, Karnataka

V semester Bachelors in Hospital Administration Degree Examination – 25-Jan-2021

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. What do you mean by training and induction? What are the objectives and purpose of induction? Why is it important in hospital?
2. What do you mean by performance appraisal? What are its objectives and methods of performance appraisal?
3. What is job evaluation? Discuss the process and methods of conducting job evaluation.

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

4. Write a note on the meaning and importance of placement.
5. What are the steps involved in recruitment process? Explain briefly internal and external sources of recruitment.
6. What is fatigue? Discuss the causes and means of overcoming fatigueness.
7. Write a note on knowledge management.
8. Discuss briefly the impact of globalization on human resource management.
9. Write a note on personal records and personal audits.
10. What do you mean by monotony and boredom? What are the factors contributing to monotony and boredom?
11. Write a note on manpower planning.
12. Various types of selection tests
13. Explain the steps involved in conducting training programmes.

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

14. What are the types of transfer?
15. On the job training methods
16. Mention the objectives of compensation.
17. Purpose and basis of promotion
18. What is Personal Audit?
19. What are the duties and responsibilities of HR?
20. Job evaluation
21. What are the difference between placement and training?
22. What are the problems faced by human resource management in relation to hospitals?
23. What are the causes and symptoms of fatigue?
24. What do you mean by industrial accidents? Give one example in relation to hospital.
25. What are the principles and techniques of wage fixation?

Rajiv Gandhi University of Health Sciences, Karnataka

V semester Bachelors in Hospital Administration Degree Examination – 28-Jul-2021

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 laundry services under following headings: (a) Importance (b) Functions (c) Organization structure (d) Size of active inventory (e) Linen classification (f) Work flow.
2. What are Dietary services? Write its Functions, operational work flow, policy and procedures for dietary services.
3. Define Organization. What are myths and realities of hospital as an organization? Draw an organizational chart for hospitals.

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

4. Describe policies and procedures for hospital pharmacy.
5. What is need inventory management in hospital.
6. Write a note on Blood bank.
7. Describe “Function method” and “Team Nursing Method”.
8. Write a note on Ambulatory service in a hospital.
9. What are the principles and methods of organizing support services in a hospital?
10. Describe planning, organizing and staffing of MRD in a hospital.
11. Physical facilities of maintenance department.
12. Write a note on laboratory services.
13. Measures followed for safety in hospital Mortuary.

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

14. Define Electronic medical records.
15. Write a note on Personal protective Equipments PPE’s.
16. Define and Explain coding.
17. What is Triage?
18. What are various sections of hospital Radiology department, name all the sections?
19. What are general criteria for blood donor?
20. What is embalming?
21. Hospital formulary.
22. Draw organization chart for dietary department.
23. Classification of hospital linen.
24. Difference between AED and VED analysis.
25. Materials and equipments used in House-keeping department.

Rajiv Gandhi University of Health Sciences, Karnataka

V semester Bachelors in Hospital Administration Degree Examination – 01-Feb-2021

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. What is Hospital pharmacy? Describe under following headings: Functions, role and significance, Staffing, ABC analysis and storage facility.
2. Define medical record. Describe under following headings: Components, Functions, Workflow, Organizational structure and Legal aspect of MRD.
3. Discuss in detail about dietary services in hospital.

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

4. Housekeeping forms an important component of hospital support services, justify with example.
5. Write a note on diagnostic services in hospital.
6. Discuss in detail function and workflow of hospital blood bank.
7. Explain briefly about policies and procedures for Biomedical engineering department of hospital.
8. Describe emergency services and its importance in hospital.
9. General safety rules in a hospital lab
10. Give a detailed account about hospital Ambulance services of hospital.
11. Explain the functions, assignment of duty and importance of nursing services.
12. Write a note on major organizational concepts.
13. Discuss importance and functions of Hospital Laundry department.

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

14. Mummification and Embalming
15. Define Filling, coding and indexing.
16. VED analysis
17. Classification of Linen.
18. Line and staff services of hospital
19. What is recorder level?
20. EMR and its importance
21. Visual signs of Ambulance
22. Types of maintenance work carried out in Hospital
23. What is Autopsy?
24. Equipments used in Mortuary
25. Infection control committee

*****

Rajiv Gandhi University of Health Sciences, Karnataka

V semester Bachelors in Hospital Administration Degree Examination – 05-Jan-2021

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 discounting and non-discounting techniques of capital budgeting.
2. Explain shares and debentures as sources of finance.
3. Reliance as the following information:
   Fixed expenses – Rs.2,00,000
   Variable cost per unit – Rs.10
   Selling price per unit – Rs.15
   Calculate:
   a. Contribution
   b. p/v ratio
   c. Breakeven point in units and in rupees
   d. What will be the selling price per unit if the breakeven point is brought down to 25,000 units?

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

4. Explain factors influencing capital structure.
5. Explain wealth maximization.
6. Explain cash management.
7. Explain capital and money market.
8. Explain IRR.
9. Explain financial decisions in the firm.
10. Determine the accounting rate of return from the following data of two machines A and B.

Particulars	Machine A	Machine B
Cost	56,125	56,125
Additional investment	5,000	6,000
Annual Income after Depreciation and Tax		
Year 1	3,375	11,375
Year 2	5,375	9,375
Year 3	7,375	7,375
Year 4	9,375	5,375
Year 5	11,375	3,375
Life of the project	5 years	5 years
Salvage value	3,000	3,000
Tax rate	55%	55%

Depreciation is charged on straight line basis.

11. The market price of Nandini limited is Rs.110. The flotation cost of equity shares are Rs.5 per share. At present, the company is paying Rs.10 per share as dividend and its expected to grow at the rate of 5% p.a. You are required to calculate the cost of equity share capital.

Rajiv Gandhi University of Health Sciences, Karnataka

12. The Kissan limited gives you the following data:
    Selling price per unit – Rs.50
    Fixed cost – Rs.3,00,000
    Fixed financial cost – Rs.50,000
    Variable cost per unit – Rs.30
    Tax rate – 40%
    Preferential dividend – Rs.25,000
    Calculate the three leverages if the units sold are 25,000.
13. 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 inflow	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 20%	0.870	0.756	0.658	0.572	0.497

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

14. Define finance.
15. What is meant by capital budgeting?
16. What is meant by funds flow statement?
17. What is meant by secondary market?
18. What is meant by contribution?
19. What is meant by dividend?
20. What is meant by accounts receivable?
21. How to calculate p/v ratio?
22. What is meant by net working capital?
23. What is financial statement?
24. What is meant by Treasury bill?
25. Name the motives for holding inventory.

*****

Rajiv Gandhi University of Health Sciences, Karnataka

V semester Bachelors in Hospital Administration Degree Examination – 02-Aug-2021

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 the factors influencing working capital management.
2. Explain shares, debentures and retained earnings.
3. An Columbia Asia hospital has two alternatives financial plans, plans A and plan B From the following particulars, Calculate operating leverage, financial leverage and combined leverage for the two alternative financial plans, the hospital is in 40% tax bracket.

PARTICULARS	PLAN - A	PLAN - B
Total Assets	2,00,000	2,00,000
Equity share capital (shares of Rs. 10 each)	1,25,000	1,00,000
12% debenture capital	75,000	1,00,000
Sales	1,00,000	1,00,000
Variable cost	60,000	60,000
Total fixed cost	20,000	20,000

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

4. Explain profit maximization.
5. Explain different forms of dividends.
6. Explain inventory management.
7. Explain financial decisions in firm.
8. Explain payback period and accounting rate of return.
9. Explain break even analysis
10. From the following particulars of a sun shine company, compute the operating cycle.

Average inventory

- Raw materials – 4,00,000
- Work in progress – 6,00,000
- Finished goods – 8,00,00

Particulars of daily operation

- Raw materials consumed – 40,000
- Cost of production – 1,00,000
- Cost of goods sold – 1,60,000
- Credit sales – 1,60,000
- Credit purchase – 80,000
- Total debtors – 8,00,000
- Total creditors – 10,40,000

Assume 360 days per year for the purpose.

11. Laxman limited issued Rs.1,00,000, 9% debentures at a premium of 10%. The cost of flotation is Rs.2,500. The tax rate applicable is 50% Compute the cost of debt capital?

12. Megamart as the following information:
Fixed expenses – Rs.1,50,000
Variable cost per unit – Rs.10
Selling price per unit – Rs.15
Calculate
a) Contribution
b)p/v ratio
c) Breakeven point in units and rupees

13. From the following particulars relating to a project, calculate IRR. The cost of project is Rs.50,000. The life of the project is 5 years and following are the expected cash inflows in 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% are:

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

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

14. Define finance.
15. State the motives for holding for cash.
16. What is meant by capitalization?
17. What is meant by conservation dividend policy?
18. What is meant by NPV?
19. State the meaning of dividend?
20. What is meant by combined leverage?
21. What is meant by commercial paper?
22. What is meant by capital budgeting?
23. What is meant by marginal cost of capital?
24. What is meant by primary market?
25. What is meant by profit volume ratio?

Rajiv Gandhi University of Health Sciences, Karnataka

V semester Bachelors in Hospital Administration Degree Examination – 05-Feb-2021

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 factors influencing working capital management?
2. What is meant by leverage analysis? Explain different kinds of leverage?
3. Columbia Hospitals 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 10%interest.
   C. All debentures carrying 8% interest.
   D. Rs.5 Lakhs in equity and Rs.5 Lakhs in preference shares carrying 10% dividend.
   The existing EBIT amounts to Rs.1,20,000 p.a
   Calculate EPS in all the above four plans.

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

4. Explain different kinds of financial decisions in firm.
5. Explain CVP analysis.
6. Explain different components of short term finance.
7. What is capital budgeting? Explain its importance?
8. Explain different forms of dividend.
9. Explain profit maximization.
10. 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 INFLOW	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

Rajiv Gandhi University of Health Sciences, Karnataka

11. From the following particulars of Sun Shine company, compute the operating cycle:
    Average inventory
    - Raw materials- 4,00,000
    - Work in progress- 6,00,000
    - Finished goods- 8,00,00

    Particulars of daily operation
    - Raw materials consumed- 40,000
    - Cost of production- 1,00,000
    - Cost of goods sold- 1,60,000
    - Credit sales- 1,60,000
    - Credit purchase- 80,000
    - Total debtors- 8,00,000
    - Total creditors- 10,40,000

    Assume 360 days per year for the purpose.

12. Ram limited issued Rs.1,00,000, 9% debentures at a premium of 10%. The cost of flotation is Rs. 2,500. The tax rate applicable 50%. Compute the cost of debt capital?

13. The capital structure of Panacea hospital as on 31-03-2020 are given below:

PARTICULARS	AMOUNT
Equity share capital (Rs.10 each)	10,00,000
Reserves and surplus	1,00,000
Share premium	1,00,000
15% term loan	2,00,000

Assume EBIT is Rs.10,00,000 and the hospital is 50% tax. Calculate EPS?

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

14. What is finance?
15. What is cost of capital?
16. What is optimum capital structure?
17. What is share?
18. Enumerate the motives for holding cash?
19. What is net present value?
20. What is meant by script dividend?
21. What is meant by financial leverage?
22. What is secondary market?
23. What is meant by profit volume ratio?
24. What is meant by inventory?
25. What is Treasury bill?

Rajiv Gandhi University of Health Sciences, Karnataka