

Total No. of Questions : 8]

[Total No. of Printed Pages : 2

[3684]-1

P. G. D. H. M. (Semester - I) Examination - 2009

**PRINCIPLES AND PRACTICES OF MANAGEMENT IN HOSPITALS
(2005 Pattern)**

Time : 3 Hours]

[Max. Marks : 60

Instructions :

- (1) Attempt *any two* questions from section I and section II.
 - (2) All questions carries equal marks.
-
-

SECTION - I

- Q.1)** Define Management. Explain various functions of Management in present era of Globalisation.
- Q.2)** Critically analysis the contribution of F. W. Taylor and criticism (limitations) on it.
- Q.3)** Why Henry Fayol was called as Father of Operational Management ? Explain.
- Q.4)** Differentiate between Line and Staff Organisations, its merits and demerits in context with Hospital Management.

SECTION - II

- Q.5)** "Planning is called a basic step in success of every Management." Explain it with reference to Hospital Management.
- Q.6)** "Decision-making is an Art of Management." How this statement can be analysed in view of Hospital Management ?
- Q.7)** Define Controlling. Explain the Process of Controlling.

[3684]-1

1

P.T.O.

Q.8) Write short notes : (Any Three)

- (a) Elements of Management
 - (b) Control Aids
 - (c) Span of Control
 - (d) Functions of Top Management
 - (e) Decentralisation
-

Total No. of Questions : 6]

[Total No. of Printed Pages : 2

[3684]-101

P. G. D. H. M. (Semester - I) Examination - 2009

**PRINCIPLES AND PRACTICES OF MANAGEMENT AND
ORGANISATION BEHAVIOUR**

(2009 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions :

(1) Question No. 1 is compulsory.

*(2) Solve **any three** questions out of the remaining.*

Q.1) Write short notes : (Any Five) [25]

- (a) Line and Staff Authority
- (b) Control Techniques
- (c) Job Satisfaction
- (d) Forecasting
- (e) Herzberg's Two Factor Theory
- (f) Process of Team Development
- (g) Barriers in Decision-making
- (h) Maslow's Theory

**Q.2) "Planning is the foundation for all other Management Functions."
Discuss the statement. [15]**

**Q.3) Explain the Process of Communication. What are the types of
Communication ? How will you improve Communication in
Hospitals ? [15]**

- Q.4)** “Every person is an entity in himself.” Discuss this statement in the light of fundamental concepts of Organisational Behaviour. **[15]**
- Q.5)** What do you know about Employee Morale ? How will you increase Morale of Employees of your Hospital ? **[15]**
- Q.6)** Explain various Leadership Styles. What Style of Leadership is suitable for a Tertiary Care Hospital ? Give reasons. **[15]**
-

Total No. of Questions : 9]

[Total No. of Printed Pages : 3

[3684]-102

P. G. D. H. M. (Semester - I) Examination - 2009

**MANAGERIAL ACCOUNTING AND FINANCIAL MANAGEMENT
(2009 Pattern)**

Time : 3 Hours]

[Max. Marks : 70

Instructions :

- (1) Answer **any three** questions from section I and **any two** questions from section II.
- (2) All questions carry equal marks.
- (3) Use only **one** answer-sheet for both sections.

SECTION - I

Q.1) Pass Journal Entries in the books of Manorama Nursing Home for **any seven** of the following transactions giving narration for each journal entry passed :

- (a) Dr. A brought on 1-4-2009 a cheque for Rs. 5,00,000 and an MRI Machine valued Rs. 10,00,000 as his capital for the Nursing Home.
- (b) The Accountant of Manorama Nursing Home withdrew Rs. 50,000 from Bank Account on 10-4-2009 to meet all sundry expenses of the month.
- (c) The Accountant paid on 11-4-2009 professional charges of Rs. 50,000 to Dr Bonagiri.
- (d) The Accountant paid on 15-4-2009 salary to Nurses and Ward Boys for March, 2009, amounting to Rs. 25,000.
- (e) Manorama Nursing Home purchased a computer on 16-4-2009 for Rs. 35,000 on credit from X and Co.
- (f) The Accountant paid the price of Rs. 35,000 to X and Co. on 18-4-2009.
- (g) The Accountant deposited on 19-4-2009 in Bank Account Rs. 40,000.
- (h) The Accountant received on 20-4-2009 a cheque for Rs. 1,00,000 from Mr. Ram in full settlement of his treatment charges.

[3684]-102

1

P.T.O.

Q.2) Explain the basic rules of accounting for different classes of accounts with two examples for each class.

Q.3) KBM Hospital purchased a generating set on 1 April, 2006 and started following WDV Method of Depreciation @ 10% per annum. The management decided to change the Method of Depreciation in Financial Year 2008-09 from WDV Method to SLM. Rate of depreciation remained unchanged at 10% per annum.

Compute the quantum of depreciation to be debited or credited in Income and Expenditure Account of 2008-09.

Q.4) Find out the differences between Receipts and Payments Account and Income and Expenditure Account. Also highlight the difference in Final Accounts of Profit-making Organisation and Non-profit-making Organisation.

Q.5) Write short notes : **(Any Four)**

- (a) Going Concern Concept
- (b) Revenue Recognition Concept
- (c) Accrual Concept
- (d) Accounting Period Concept
- (e) Conservatism Concept
- (f) Objectivity

SECTION - II

Q.6) (A) Discuss the Permissible Working Capital Loan Limit recommended by Tandon Committee.

(B) A company projected Gross Current Asset as Rs. 600 lacs. Projected Current Liability is Rs. 300 lacs. Core Current Asset of the Company is Rs. 100 lacs.

Compute the maximum Bank Loan permitted under 1st and 2nd Method recommended by Tandon Committee.

Q.7) Define Ratio Analysis and highlight the advantages and limitations of Ratio Analysis.

Q.8) Discuss Functional Budget and narrate the essential information required for a Sales Budget.

Q.9) A company furnishes you the following data for the year 2008-09 :

	1st Half	2nd Half	Total for 2008-09
Sales	90,000	1,00,000	1,90,000
Total Cost	80,000	86,000	1,66,000

Assuming that there is no change in Unit Price and/or Variable Cost Percentage and that Fixed Expenses are incurred equally in the two half year periods, calculate for the year :

- (a) P/V Ratio
 - (b) Fixed Expenses
 - (c) Break-even Sales and
 - (d) Margin of Safety Percentage
-

Total No. of Questions : 7]

[Total No. of Printed Pages : 2

[3684]-103

P. G. D. H. M. (Semester - I) Examination - 2009

HOSPITAL PLANNING

(2009 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions :

- (1) Answer **any five** questions.*
 - (2) All questions carry equal marks.*
 - (3) Neat diagrams must be drawn wherever necessary.*
-
-

Q.1) What is a Ward Unit ? Discuss the design, layout and organisation of a Standard General Ward Unit. What arrangements are necessary to isolate a patient admitted in a General Ward ?

Q.2) Describe the Phasing Activities in a 300 bedded new multispeciality hospital.

Q.3) What is the role of Architect in Hospital Planning ? How will you select an Architect for a new hospital project ?

Q.4) How will you plan and manage water supply for a 300 bedded general hospital ?

Q.5) Discuss planning and layout of a Radio Diagnostic Services of a 200 bedded multispeciality hospital.

Q.6) Discuss the Management of the Hospital Waste.

Q.7) Write short notes : (Any Two)

- (a) Selection Criteria of Blood Donor
 - (b) Hospital Census
 - (c) Alarm System
 - (d) In-house Training for Paramedics
 - (e) Emergency Power Supply of Hospital
-

Total No. of Questions : 7]

[Total No. of Printed Pages : 2

[3684]-104

P. G. D. H. M. (Semester - I) Examination - 2009

MEDICAL TERMINOLOGY AND PROCEDURES

(2009 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions :

- (1) Answer **any three** questions from section I and **any two** questions from section II.
 - (2) All questions carry equal marks.
-
-

SECTION - I

Q.1) Describe in brief Anatomy of Digestive System. **[14]**

Q.2) How will you Plan a Health Education Camp in your hospital for prevention of HIV and AIDS ? **[14]**

Q.3) Write short notes : **(Any Two)** **[14]**

- (a) Coronary Angiography
- (b) In-vitro Fertilization
- (c) Prevention of Pulmonary Tuberculosis
- (d) Self Breast Examination

Q.4) Describe in brief the investigations done for detection of Cancers. **[14]**

SECTION - II

Q.5) Write short notes : **(Any Four)** **[14]**

- (a) Cardio Pulmonary Resuscitation
- (b) Dilatation and Curettage (D and C)
- (c) Acute Appendicitis
- (d) Stress Test

Q.6) Describe Anatomy and Physiology of Cardiovascular System (C.V.S.). [14]

Q.7) Write short notes : (Any Two) [14]

- (a) Cholecystitis
 - (b) Laparoscopy
 - (c) Menstrual Disorders
 - (d) Prostate Enlargement
-

Total No. of Questions : 7]

[Total No. of Printed Pages : 2

[3684]-105

P. G. D. H. M. (Semester - I) Examination - 2009

HOSPITAL ADMINISTRATION

(2009 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions :

- (1) Answer **three** questions from section I and **two** questions from section II.
- (2) Answers to the **two** sections should be written in **separate books**.
- (3) Black figures to the right indicate full marks.
- (4) All questions carry equal marks.
- (5) Neat diagrams must be drawn wherever necessary.

SECTION - I

- Q.1)** Describe duties and responsibilities of Hospital Administrator in a 300 bedded multispeciality private hospital. **[14]**
- Q.2)** Discuss the importance of Customer Relations Management (CRM) in Hospital Management. Explain the role of CRM Department in managing dissatisfied patients and their relatives. **[14]**
- Q.3)** Explain the meaning of 'Disaster' and phases of Disaster Management. Describe in brief hospital's role in handling the disaster situation due to an Earthquake in neighbourhood. **[14]**

Q.4) Write short notes : (Any Two) [14]

- (a) Average Length of Stay and its importance
- (b) Matron's Report
- (c) PR Tools
- (d) Enumerate Categories of Bio-medical Waste generated in a Hospital.

SECTION - II

Q.5) Discuss the role of HIS in Effective Administration of a Hospital. Describe in brief the procedure for processing HIS for the Hospital. [14]

Q.6) Differentiate between 'Seminar' and 'Workshop'. How will you organise and conduct a Seminar of One Day in your Hospital ? [14]

Q.7) Write short notes : (Any Two) [14]

- (a) C.G.H.S.
 - (b) Medical Certificates
 - (c) Role of a Manager in O.T.
 - (d) Security Management of New Borns in a Hospital
-

Total No. of Questions : 7]

[Total No. of Printed Pages : 2

[3684]-2

P. G. D. H. M. (Semester - I) Examination - 2009

**BASIC ACCOUNTING AND
FINANCIAL MANAGEMENT IN HOSPITALS**

(2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

- (1) Answer **any three** questions from section I and **any one** question from section II.
 - (2) All questions carry equal marks.
 - (3) Use only one answer-sheet for both sections.
-
-

SECTION - I

- Q.1)** What do you mean by various Accounting Principles ? Explain various accounting concepts and conventions used in Double Entry System.
- Q.2)** What is Working Capital Management ? Are the Gross and Net Working Capital same ? Explain.
- Q.3)** What do you mean by Elements of Cost ? Which items are excluded from preparation of Cost Sheet ? Draw a format of Cost Sheet.
- Q.4)** Financial Management is nothing but Managerial Decision-making on Assets Mix, Capital Mix and Profit Allocation. Explain.
- Q.5)** Explain the following terms :
 - (a) Trial Balance
 - (b) Capital Expenditure and Revenue Expenditure
 - (c) Budgetary Control

SECTION - II

Q.6) Using the following data and the form given below, prepare Balance Sheet for a company having sales of Rs. 36 lakhs :

Sales / Total Assets	3
Sales / Fixed Assets	5
Sales / Current Assets	7.5
Sales / Inventories	20
Sales / Debtors	15
Current Ratio	2
Total Assets / Net Worth	2.5
Debt / Equity	1

Balance Sheet

Liabilities	Rs.	Assets	Rs.
Net Worth	—	Fixed Assets	—
Long Term Debt	—	Inventories	—
Current Liabilities	—	Debtors	—
		Liquid Asset	—
	—		—

Q.7) Sales Turnover and Total Cost of M/s. Lal are as under :

Year	Sales (Rs.)	Total Cost (Rs.)
2003	1,50,000	1,20,000
2004	1,80,000	1,42,500

You are required to calculate :

- (a) P/V Ratio
- (b) Fixed Cost
- (c) BEP
- (d) Sales to earn a profit of Rs. 45,000
- (e) Variable Cost for 2004

Total No. of Questions : 6]

[Total No. of Printed Pages : 1

[3684]-21

P. G. D. H. M. (Semester - II) Examination - 2009

STAFF - PATIENT RELATIONSHIP

(2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

- (1) Solve **any four** questions.*
- (2) All questions carry equal marks.*

-
-
- Q.1)** List out the Process of Recruitment and Selection Criteria for the position of a MATRON in a Hospital.
 - Q.2)** Highlight Constituents of a Wage Structure in Health Care Industry.
 - Q.3)** What are various merits and demerits associated with the use of various Incentive Schemes used in a Hospital ?
 - Q.4)** Explain role of HRD in harmonizing industrial relations and establishing industrial peace, which is very essential for a Hospital.
 - Q.5)** Explain Path - Goal Model of 'Leadership'.
 - Q.6)** Explain meaning of Group Dynamics, Group Performance, Team Work and their importance in Hospital Organisation.

[3684]-21/1

Total No. of Questions : 7]

[Total No. of Printed Pages : 2

[3684]-22

P. G. D. H. M. (Semester - II) Examination - 2009

LAWS RELATED TO HOSPITAL AND MEDICAL SERVICES

(2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

- (1) *Q. No. 1 is compulsory.*
 - (2) *Solve in all **four** questions.*
-
-

Q.1) Write short notes : (Any Two) [20]

- (a) Medico-legal Aspects of Medical Records
- (b) Minimum Wages Act
- (c) Customs Act
- (d) Criminal Proceedings in Sessions Trial
- (e) Workmen's Compensation Act

Q.2) Define 'Death'. Describe medical aspects of Death. Discuss legal aspects of a Death Certificate. [10]

Q.3) How do you conduct a Departmental Enquiry ? Discuss with reference to the Industrial Employment (Standing Orders) Act, 1946. [10]

Q.4) What is the procedure to be followed to register : [10]

- (a) A Society
- (b) A Trade Union

Q.5) How can a woman claim benefit under the Maternity Benefits Act for : **[10]**

- (a) Maternity
- (b) Miscarriage
- (c) MTP
- (d) Tubectomy

Q.6) Write reply to a complaint filed by a 'Consumer' against Doctor and Hospital before District Consumer Forum. **[10]**

Q.7) Give importance of **any one** Act : **[10]**

- (a) Registration of Births and Deaths Act
- (b) Maharashtra Recognition of Trade Unions and Prevention of Unfair Labour Practices Act
- (c) Income Tax Act

Total No. of Questions : 7]

[Total No. of Printed Pages : 2

[3684]-23

P. G. D. H. M. (Semester - II) Examination - 2009

MATERIALS MANAGEMENT AND INVENTORY CONTROL

(2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

(1) Answer *any four* questions.

(2) Draw diagrams wherever necessary.

Q.1) Explain location and layout of 'Store Room' in any Hospital Organisation. [15]

Q.2) How inventory can be controlled by using 'ABC' Analysis ? Give examples. [15]

Q.3) Write notes : [15]

(a) Duties of a Store-keeper

(b) Bin Card System

(c) Lead Time

Q.4) Write a note on 'Purchases in Government Hospitals'. [15]

Q.5) What is E.O.Q. ? What are the costs associated with E.O.Q. ? Explain with graph. [15]

Q.6) Explain : [15]

(a) Drug Review Committee

(b) Wastage, Scrap and Obsolescence

[3684]-23

1

P.T.O.

Q.7) Write short notes : (Any Two)

[15]

- (a) Quotation and Comparative Statement
 - (b) Control of Pilferage
 - (c) 'FSN' Analysis
 - (d) Qualities of Negotiator
 - (e) Prescriber's Attitude
-

Total No. of Questions : 8]

[Total No. of Printed Pages : 2

[3684]-24

P. G. D. H. M. (Semester - II) Examination - 2009

TOTAL QUALITY MANAGEMENT

(2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

- (1) Answer **any five** questions.*
- (2) All questions carry equal marks.*

-
-
- Q.1)** Explain contributions made by Deming and Juran in the field of quality and discuss in brief their relevance to Health Care Industry.
 - Q.2)** Explain role of Hospital Administrator in implementing ISO Quality System.
 - Q.3)** Explain meaning of Service Quality. Discuss areas of application of Quality Tools and Techniques in Controlling Service Quality.
 - Q.4)** Outline a System for Calibration and Maintenance of Equipment and Instruments used in Hospitals.
 - Q.5)** Explain concept of Total Quality Management. Discuss pre-requisites for effective implementation of TQM in a Hospital.
 - Q.6)** Discuss methods of Measurement of Customer Satisfaction in Health Care Industry.
 - Q.7)** Draw Ishikawa (Cause and Effect) Diagram for a non-conformity in patient care and explain uses of the diagram.

Q.8) Write short notes : (**Any Two**)

(a) Service Reliability

(b) Kaizen

(c) Waste Reduction

Total No. of Questions : 6]

[Total No. of Printed Pages : 2

[3684]-3

P. G. D. H. M. (Semester - I) Examination - 2009

ADMINISTRATION AND PLANNING IN HOSPITALS

(2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

*(1) Answer **any five** questions.*

(2) All questions carry equal marks.

Q.1) Describe qualities and duties of a C.E.O. of a Corporate Hospital.

Q.2) Explain importance of PRO of a Hospital.

Q.3) Elaborate responsibilities and duties of Engineering Department and Maintenance Department of a Hospital.

Q.4) Write short notes : (**Any Three**)

- (a) Architectural Brief
- (b) Blood Bank
- (c) MIS
- (d) Staffing in I.C.U.
- (e) Landscaping of a Hospital

Q.5) Describe Hospital Waste Management in detail.

Q.6) Explain the following :

- (a) Zoning and Phasing of Hospital Services
 - (b) O.P.D. Working and Suggestions for Improvement
 - (c) Role of TPA
-

Total No. of Questions : 6]

[Total No. of Printed Pages : 1

[3684]-4

P. G. D. H. M. (Semester - I) Examination - 2009

MEDICAL TERMINOLOGY AND PROCEDURES

(2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

(1) Solve any four questions.

(2) All questions carry equal marks.

Q.1) Describe Anatomy of Heart and investigations in a patient of Heart Attack.

Q.2) Describe Physiology of Urinary System.

Q.3) Write short notes : **(Any Three)**

(a) Enteric Fever

(b) EEG

(c) Jaundice

(d) Malaria

(e) MRI

Q.4) Describe Hospital Acquired Infection. How will you control it as a Hospital Administrator ?

Q.5) Explain the following procedures :

(a) I.V.P.

(b) C.S.F. Collection

(c) Gastroscopy

Q.6) Describe Hospital Outreach Services.

[3684]-4/1