

C-7204

Sub. Code

92111

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

First Semester

Health Service Management

**PRINCIPLES OF MANAGEMENT AND
ORGANISATIONAL BEHAVIOUR**

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. What is the main purpose of planning in management?
 - (a) To minimize costs
 - (b) To ensure flexibility
 - (c) To set objectives and decide the best course of action
 - (d) To manage human resources

2. Fayol's principle of scalar chain refers to
 - (a) Division of work among employees
 - (b) A clear line of authority from top to bottom
 - (c) Employees reporting to multiple managers
 - (d) Decentralized decision making

3. In which type of organization is authority explicitly stated and delegated?
 - (a) Informal Organization
 - (b) Centralized Organization
 - (c) Formal Organization
 - (d) Decentralized Organization

4. Internal Sources of recruitment includes
 - (a) Campus placements
 - (b) Promotions and transfer
 - (c) Employment exchanges
 - (d) Recruitment agencies

5. According to Maslow's hierarchy of needs, which is the highest level of motivation?
 - (a) Safety needs
 - (b) Love and belonging
 - (c) Esteem needs
 - (d) Self — actualization

6. Which psychologist is associated with the concept of the hierarchy of needs?
 - (a) Abraham Maslow
 - (b) Carl Jung
 - (c) Alfred Adler
 - (d) Gordon Allport

7. Which leadership style is characterized by a leader who makes decisions without consulting others and expects subordinates to follow instruction without input?
- (a) Democratic
 - (b) Autocratic
 - (c) Transformational
 - (d) Laissez- faire
8. Which of the following is a common barrier to successful organizational change?
- (a) Clear communication
 - (b) Employee Resistance
 - (c) Alignment of vision
 - (d) Leadership Support
9. Which type of benchmarking involves comparing a company's performance against that of direct competitors?
- (a) Internal benchmarking
 - (b) Functional benchmarking
 - (c) Competitive benchmarking
 - (d) Generic benchmarking

10. Which of the following is a key function of entrepreneurial management ?
- (a) Managing large corporation with multiple departments
 - (b) Scaling up an existing product in the market
 - (c) Identifying and exploiting business opportunities
 - (d) Developing mass-market strategies for established products

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

11. (a) Explain the levels of management.

Or

- (b) Write the nature of management.

12. (a) Discuss the features of functional organization structure.

Or

- (b) What is delegation? Point out the factors that affect delegation of authority.

13. (a) How does perception influence decision-making in an organization?

Or

- (b) Explain the effects of stress on employees and organization.

14. (a) What are the leadership qualities that you would look for in a manager?

Or

- (b) What is authority? Why do people accept authority?

15. (a) What are the factors which determine the appropriate span of management?

Or

- (b) What is workplace, diversity, and why it is important for organizational success?

Part C

(5 × 8 = 40)

Answer **all** questions, choosing either (a) or (b).

16. (a) What is planning? Explain the steps in planning.

Or

- (b) “Management is a science or an art”? Explain.

17. (a) How does informal organization differs from formal organization?

Or

- (b) Explain the characteristics of a sound planning.

18. (a) What are the different barriers of communication? What steps can be taken to overcome the barriers?

Or

- (b) What do you mean by staffing? How is it important to an organization?

19. (a) “Manager is a change agent”. Discuss.

Or

(b) What are the basic characteristics of formal and informal organizations?

20. (a) What are the best management practices that successful organization worldwide follow and how do they contribute to business success?

Or

(b) How can businesses effectively implement a benchmarking process to achieve operational excellence?

C-7205

Sub. Code

92112

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

First Semester

Health Service Management

HOSPITAL ADMINISTRATION

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Which of the following is a primary function of a hospital administrator?
 - (a) Diagnosing patient illness
 - (b) Ensuring efficient hospital operations
 - (c) Performing surgical procedures
 - (d) Providing direct nursing care

2. Which of the following is an example of a clinical service provided by a hospital?
 - (a) Accounting and billing
 - (b) Laboratory testing and diagnostics
 - (c) Maintenance of hospital infrastructure
 - (d) Food services for patients

3. What is typically the first step in the patient registration process?
 - (a) Obtaining consent for treatment
 - (b) Collecting personal and contact information
 - (c) Scheduling follow-up appointment
 - (d) Conducting diagnostic test

4. Which of the following is key element of discharge protocols?
 - (a) Scheduling regular meetings with hospital staff
 - (b) Re-admitting the patient immediately
 - (c) Assigning hospital beds for new patients
 - (d) Providing detailed instructions for post-hospital care

5. Which healthcare professionals are most commonly found the OPD?
 - (a) Intensive care nurses
 - (b) Emergency response teams
 - (c) General practitioners and specialists
 - (d) Surgeons and anesthesiologists

6. Which of the following is a key imaging modality used in the radiology department?
 - (a) Magnetic Resonance Imaging
 - (b) Electrocardiogram
 - (c) Endoscopy
 - (d) Dialysis

7. What is the main purpose of sterilization in the operation theatre?
- (a) To organize equipment neatly
 - (b) To prevent infections during and after surgery
 - (c) To increase the speed of surgical procedures
 - (d) To clean the operating room once a month
8. Which of the following ICUs is specifically designed to treat patients with heart-related conditions?
- (a) Neonatal ICU (b) Surgical ICU
 - (c) Pediatric ICU (d) Coronary care unit
9. Which of the following is a common example of a medico-legal case?
- (a) Minor cold or fever
 - (b) Road traffic accident with injuries
 - (c) Routine vaccination
 - (d) Dietary consultation
10. Which of the following is the most common method used in CSSD for sterilizing medical equipment?
- (a) Autoclaving (steam sterilization)
 - (b) Chemical disinfection
 - (c) Ultraviolet radiation
 - (d) Freezing

Part B

(5 × 5 = 25)

Answer **all** questions choosing either (a) or (b).

11. (a) What supportive services are essential for the smooth operation of a hospital, and how do they impact patient satisfaction?

Or

- (b) How do nonprofit organizations support underserved populations and address healthcare disparities?
12. (a) What are the primary objectives of the billing department in a hospital?

Or

- (b) What are the primary responsibilities of ward management in hospital?
13. (a) What are the primary functions of the clinical laboratory in a hospital setting?

Or

- (b) Explain the importance of Laboratory service in a hospital.
14. (a) What are the key components of an effective nursing services organization within a hospital?

Or

- (b) Give a brief note on the common problems in ICU.

15. (a) What are the essential forms and registers that must be maintained in the emergency department?

Or

- (b) What are the essential types of equipment used in CSSD?

Part C

(5 × 8 = 40)

Answer **all** questions choosing either (a) or (b).

16. (a) What are the key ancillary services offered by hospitals and how do they support the overall healthcare system?

Or

- (b) Explain the functions of hospital administrator in the smooth functioning of the hospital.

17. (a) How does hospital administration ensure efficient bed management and patient flow in inpatient units?

Or

- (b) Explain the key steps involved in the hospital discharge process for patients.

18. (a) Explain the common challenges hospitals face in maintaining the accuracy and reliability of clinical laboratory test results?

Or

- (b) What are the managerial challenges faced by a blood bank in ensuring a constant and safe blood supply?

19. (a) Explain the different types of Intensive Care Units in a hospital.

Or

- (b) Explain the key responsibilities of ICU management to ensure optimal patient care and safety.

20. (a) Elucidate the common problems of central sterile supplies department.

Or

- (b) Explain the steps involved in the registration process for patients in the emergency departments.
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C-7206

Sub. Code

92113

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025.

First Semester

Health Service Management

HEALTH ECONOMICS

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Macroeconomics primarily focuses on:
 - (a) The behavior of individual consumers
 - (b) The study of small-scale businesses
 - (c) The overall economy and aggregate variables
 - (d) The production decisions of a firm
2. Gross Domestic Product (GDP) measures:
 - (a) Total production within a country
 - (b) Only goods produced for export
 - (c) Income of the government
 - (d) The financial wealth of individuals
3. A key factor influencing the price elasticity of supply is:
 - (a) The availability of substitutes
 - (b) The time period for production adjustments
 - (c) The consumer's income
 - (d) The government's tax policies

4. Market equilibrium occurs when:
 - (a) Demand exceeds supply
 - (b) Supply exceeds demand
 - (c) Quantity demanded equals quantity supplied
 - (d) Price is at its highest point

5. If there is excess demand in the market, the price mechanism will
 - (a) Increase the price to reduce demand
 - (b) Decrease the price to increase supply
 - (c) Keep the price constant
 - (d) Eliminate competition

6. The market mechanism is primarily driven by:
 - (a) Government regulations
 - (b) Demand and supply forces
 - (c) Centralized planning
 - (d) Social welfare policies

7. Cost Minimization Analysis is used when:
 - (a) The alternatives have different outcomes
 - (b) The alternatives provide identical outcomes but at different costs
 - (c) The focus is on maximizing revenue
 - (d) The alternatives have unpredictable costs

8. What does QALY stand for?
 - (a) Quality-Adjusted Life Yield
 - (b) Quality-Adjusted Life Years
 - (c) Quantity and Life Years
 - (d) Quality and Longevity Years

15. (a) Compare and contrast the Short run and Long run Production Function.

Or

- (b) How does an isoquant differ from an indifference curve?

Part C

(5 × 8 = 40)

Answer **all** questions, choosing either (a) or (b).

16. (a) Explain the relationship between Managerial Economics with other Disciplines.

Or

- (b) How does managerial economics integrate economic theory with business practices?

17. (a) Explain the different methods of measuring national income.

Or

- (b) What is the demand function, and what are its components?

18. (a) What are the different degrees of price discrimination? Explain with examples.

Or

- (b) How do government regulations and price controls influence pricing strategies?

19. (a) Explain the different types of cost with suitable example.

Or

- (b) Discuss briefly about the Cost benefit Analysis.

20. (a) Explain the different factors related to health care.

Or

- (b) Explain the Features of National Health policy.

C-7207

Sub. Code

92114

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025.

First Semester

Health Service Management

**HOSPITAL ACCOUNTING AND FINANCIAL
MANAGEMENT**

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Trial balance checks the:
 - (a) Arithmetical accuracy of ledger accounts
 - (b) Valuation of assets
 - (c) Errors of omission in transactions
 - (d) Accuracy of profits

2. Revenue expenditure is incurred to:
 - (a) Acquire new assets
 - (b) Maintain the earning capacity of the business
 - (c) Repay loans
 - (d) Pay dividends

3. Depreciation is charged to account for the:
 - (a) Loss of value due to wear and tear
 - (b) Increase in the value of assets
 - (c) Cost of repairs
 - (d) Expenses

4. Diminishing Balance Method calculates depreciation on:
 - (a) Original cost
 - (b) Written down value
 - (c) Market value
 - (d) Salvage value

5. Fund Flow Statement shows:
 - (a) Changes in working capital
 - (b) Profit earned during a period
 - (c) Cash inflow and outflow
 - (d) Depreciation

6. Which is not a source of funds?
 - (a) Issue of shares
 - (b) Sale of fixed assets
 - (c) Payment of dividends
 - (d) Long-term loans

7. What is Zero-Based Budgeting (ZBB)?
 - (a) A method where each expense is justified starting from zero
 - (b) A method based on previous year's budget with adjustments
 - (c) A budget prepared without considering organizational goals
 - (d) A budget that focuses only on revenue generation

8. Which of the following is a key challenge in hospital budgeting?
- (a) Ensuring technology upgrades
 - (b) Managing staff recruitment
 - (c) Maintaining hospital cleanliness
 - (d) Predicting patient flow accurately
9. Prime cost is the sum of:
- (a) Total cost and overheads
 - (b) Indirect materials, indirect labour, and overheads
 - (c) Direct materials, direct labour, and direct expenses
 - (d) Selling price and profit
10. Labour variance measures:
- (a) Efficiency in material usage
 - (b) Differences in labour cost due to rate and efficiency
 - (c) Overhead cost efficiency
 - (d) Profitability of the company

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

11. (a) What is the Double Entry System of accounting? Explain its principles.

Or

- (b) Explain the concepts and conventions in financial accounting that help in maintaining accurate records in the hospital's books of accounts.

12. (a) Ratio Analysis - Liquidity and Profitability Ratios

The following information is available for XYZ Hospital for the year 2023:

- Current Assets: ₹ 200,000
- Current Liabilities: ₹ 120,000
- Net Profit: ₹ 80,000
- Sales Revenue: ₹ 600,000

Calculate the following ratios:

- (i) Current Ratio (Liquidity Ratio)
- (ii) Net Profit Ratio (Profitability Ratio)

Or

- (b) Calculate depreciation using the Straight-Line Method for an asset costing ₹ 1,50,000, having a residual value of ₹ 10,000, and a useful life of 5 years.

13. (a) Explain the limitations of Fund Flow and Cash Flow Statements in financial decision-making.

Or

- (b) Define the terms fund flow and cash flow. Highlight the differences between fund flow statement and cash flow statement in the context of hospital financial management.

14. (a) A hospital charges ₹ 1,000 per patient and has fixed costs of ₹ 10, 00,000. The variable cost per patient is ₹ 400. Calculate the number of patients required to break even.

Or

- (b) Operating Budget (Activity-based Budgeting)

XYZ Hospital has projected the following activity levels for the upcoming year:

- Number of surgeries: 5,000
- Number of outpatient visits: 10,000
- Average cost per surgery: ₹ 2,000
- Average cost per outpatient visit: ₹ 500

Prepare an Activity-Based Cost Budget showing the projected cost for:

- (i) Surgeries
- (ii) Outpatient visits
- (iii) Total projected cost

15. (a) Explain the difference between Fixed Cost, Variable Cost, and Semi-Variable Cost with examples.

Or

- (b) What is Standard Costing? Discuss Its Advantages and Limitations.

Part C

(5 × 8 = 40)

Answer **all** questions, choosing either (a) or (b).

16. (a) Differentiate between capital expenditure and revenue expenditure with examples.

Or

- (b) Describe the double-entry system of accounting and explain how it ensures the accuracy of hospital financial records.

17. (a) A hospital purchased a vehicle for ₹ 60,000 on 1st January 2023. The expected useful life is 4 years, and the depreciation rate is 20% per annum. Calculate the depreciation for the first two years using the Diminishing Balance Method.

Or

- (b) A Hospital purchased a CT Scan machine on 1st January 2020 at a cost of ₹5,00,000. The machine has an estimated useful life of 10 years and a residual value of ₹50,000. You are required to calculate the amount of annual depreciation using the Straight-Line Method and also prepare a depreciation schedule for the first five years, showing how the value of the asset reduces year by year.
18. (a) Explain the uses and limitations of fund flow analysis in hospital financial management.
How does it help in assessing the hospital's financial position?

Or

- (b) Discuss the uses and limitations of cash flow analysis for decision-making in hospitals.
19. (a) Cost-Volume-Profit (CVP) Analysis/Break-even Analysis XYZ Hospital has the following costs and revenue projections:
- Fixed Costs: ₹60,000
 - Variable Costs per Unit (per patient): ₹2,000
 - Revenue per Unit (per patient): ₹5,000

- (i) Calculate the Contribution per patient
 - (ii) find the Break-even Point (BEP) in patients
- Determine the Profit-Volume (P/V) Ratio

Or

- (b) Prepare a Flexible Budget for the following data:
 - Fixed Costs: ₹60,000
 - Variable Cost per Unit: ₹20
 - Units Produced: 2,000, 3,000, 4,000

- 20. (a) Explain the elements of cost in detail with examples.

Or

- (b) Explain the concept of variance analysis in hospitals. Discuss how material variance and labor variance can help in evaluating cost efficiency in hospital operations
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C-7208

Sub. Code

92115

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

First Semester

Health Service Management

HUMAN RESOURCE MANAGEMENT

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. A job description primarily provides information about:
 - (a) Qualifications required for the job
 - (b) Duties and responsibilities of the job
 - (c) The techniques to perform the job
 - (d) The rewards associated with the job
2. Which of the following is an external source of recruitment?
 - (a) Promotions
 - (b) Employee referrals
 - (c) Campus placements
 - (d) Transfers
3. The first step in management development is:
 - (a) Selecting the training method
 - (b) Evaluating training outcomes
 - (c) Identifying developmental needs
 - (d) Conducting training programs

4. What is a key benefit of career planning for employees?
 - (a) Reduced working hours
 - (b) Clarity about career goals and growth
 - (c) Increased vacation time
 - (d) Greater control over organizational policies
5. Which of the following is a traditional method of performance appraisal?
 - (a) Assessment centers
 - (b) Critical incident method
 - (c) 360-degree feedback
 - (d) Management by Objectives
6. Who provides feedback in a 360-degree feedback process?
 - (a) Managers only
 - (b) Colleagues and subordinates only
 - (c) Managers, colleagues, subordinates, and self
 - (d) HR department only
7. Which of the following is NOT a component of compensation?
 - (a) Basic salary
 - (b) Fringe benefits
 - (c) Stock options
 - (d) Job analysis
8. Wage and salary administration primarily focuses on:
 - (a) Ensuring timely performance appraisals
 - (b) Determining and maintaining equitable pay structures
 - (c) Improving workplace infrastructure
 - (d) Enhancing customer satisfaction

9. What is the primary focus of industrial relations?
- (a) The relationship between government and trade unions
 - (b) The relationship between employees, employers, and trade unions
 - (c) The economic policies of the country
 - (d) Marketing strategies of organizations
10. What is one key function of trade unions?
- (a) To maximize company profits
 - (b) To represent the interests of workers
 - (c) To replace management
 - (d) To eliminate employer control

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b)

11. (a) Describe the process of HR planning.
- Or
- (b) What is recruitment? Illustrate the source of Recruitment.
12. (a) How does Training Need Analysis help in identifying the skill gaps in an organization?
- Or
- (b) Discuss the importance of career planning and its role in employee retention.
13. (a) Write down the merits and demerits of Performance Appraisal.
- Or
- (b) Describe the 360-degree feedback method and its significance in performance appraisal.
14. (a) Elucidate the Principles of Compensation.
- Or
- (b) What do you mean by Incentives? Explain the different types of incentives.

15. (a) Explain the primary functions of a trade union.

Or

(b) Briefly discuss the significance of employee health and safety in the workplace.

Part C

(5 × 8 = 40)

Answer **all** questions, choosing either (a) or (b)

16. (a) Elaborate the steps involved in Selection process.

Or

(b) Explain the various functions of HRM.

17. (a) Elucidate the steps involved in evaluating the effectiveness of a training program.

Or

(b) Distinguish between performance appraisal and potential appraisal.

18. (a) Illustrate Maslow's hierarchy of needs with example.

Or

(b) Explain the various methods of Performance appraisal.

19. (a) Discuss the various methods used for wage determination. Provide real-world examples to illustrate their application.

Or

(b) Briefly explain the theories of wage determination.

20. (a) Describe the various labour welfare measures and their significance in enhancing employee satisfaction.

Or

(b) What is workplace counselling? Elaborate its process and benefits for both employees and employers.

C-7209

Sub. Code

92116

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025.

First Semester

Health Service Management

HOSPITAL INFORMATION SYSTEMS

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Management information systems usually:
 - (a) Serve managers interested in weekly, monthly, and yearly results, not day-to-day activities
 - (b) Help managers make decisions that are unique, rapidly changing, and not easily specified in advance
 - (c) Provide managers with a generalized computing and telecommunications capacity that can be applied to a changing array of problems
 - (d) Perform and record the daily routine transactions necessary to the conduct of business

2. The information of MIS comes from the
 - (a) Internal source
 - (b) External source
 - (c) Both internal and external source
 - (d) None of the above

3. The system that provides manager with the information needed to make decisions regarding the firm's operational activities.
- (a) EIS (b) ES
(c) MIS (d) EDI
4. Which one is the organization Back Bone?
- (a) Capital (b) Employee
(c) Management (d) Information
5. Error reports are an example of:
- (a) Scheduled Reports (b) Demand Reports
(c) Exception Reports (d) Predictive Reports
6. AI is the short form of
- (a) Artificial information
(b) Artificial intelligence
(c) Artificial integration
(d) None of the above
7. In a hospital information system the following type of information is strategic
- (a) Opening a new children's ward
(b) Data on births and deaths
(c) Preparing patients' bill
(d) Buying an expensive diagnostic system such as CAT scan
8. Master file is a file containing _____.
- (a) All master records
(b) All records relevant to the application
(c) A collection of data items
(d) Historical data of relevance to the organization

9. Every record stored in a Master file has a key field because _____.
- (a) It is the most important field
 - (b) It acts as a unique identification of record
 - (c) It is the key to the database
 - (d) It is a very concise field
10. SPSS is the short form of
- (a) Statistical Package for Social Sciences
 - (b) Statistical Package for Social Script
 - (c) Statistical Package for Solid Sciences
 - (d) None of the above

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

11. (a) Explain the impact of information explosion on society.

Or

- (b) Write a short note on future of healthcare technology.

12. (a) Write a short note on functions of health record.

Or

- (b) Explain in detail the pros and cons of paper record.

13. (a) Write the role of healthcare professionals.

Or

- (b) Explain the importance of information system cycle.

14. (a) Write a short note on web communication technologies.

Or

- (b) What is cloud computing? Explain.

15. (a) Write the historical perspective on telehealth.

Or

(b) Write the difference between the clinical and administrative initiatives.

Part C

(5 × 8 = 40)

Answer **all** questions, choosing either (a) or (b).

16. (a) Explain briefly the importance of transaction processing system.

Or

(b) Write the key factors of Decision support system.

17. (a) Explain in detail the changing functions of paper record.

Or

(b) Write the advantages and disadvantages of EHR.

18. (a) Write a short note on design phase of Information system cycle.

Or

(b) Explain in detail the implementation of information system cycle.

19. (a) Write a short note on analysis tools like Excel and SPSS.

Or

(b) Discuss in detail the importance of Data Warehousing and Mining.

20. (a) Discuss the types of Technology with suitable examples.

Or

(b) Discuss the advantages and barriers of telehealth.

C-7210

Sub. Code

92117

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

First Semester

Health Service Management

BUSINESS COMMUNICATION

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. The term “communis” derived from word.
(a) Greek (b) Latin
(c) Chinese (d) English
2. Communication means _____ information, feeling and thoughts, with others.
(a) To receive (b) Exchange of
(c) Conveying (d) All the above
3. Grapevine communication is associated with _____ communication.
(a) Formal (b) Informal
(c) Horizontal (d) Vertical
4. Audio Visual communication combines
(a) Auditory only
(b) Visual only
(c) Both auditory and visual
(d) Written

5. Communication problems otherwise known as
- (a) Enquire
 - (b) Barriers
 - (c) Encoding
 - (d) Decoding
6. Informal communication is otherwise known as _____ communication.
- (a) Grapevine
 - (b) Lateral
 - (c) Visual
 - (d) Horizontal
7. Which of the following combination is/are examples of written communication?
- (a) Letters and voicemail
 - (b) Reports and email
 - (c) Circulars and voicemail
 - (d) All the above
8. Orders and directives are the example of:
- (a) Downward communication
 - (b) Upward communication
 - (c) Diagonal communication
 - (d) Horizontal communication
9. Functional coordination is one important reason for communicating with:
- (a) Superiors
 - (b) Peers
 - (c) Subordinates
 - (d) Employees' unions
10. Communication with superiors involves:
- (a) Directions
 - (b) Orders
 - (c) Complaints
 - (d) Instructions

Part B

(5 × 5 = 25)

Answer **all** the questions, choosing either (a) or (b).

11. (a) Explain the fundamentals of Communication in Business.

Or

- (b) Write a short note on directions of communication.

12. (a) Write the method of writing in conveying good news and neutral messages.

Or

- (b) Discuss the functions of applied writing.

13. (a) Write the key ingredient in developing content for websites.

Or

- (b) Explain how simple revision can enhance the messages clarity and impact?

14. (a) What are the elements included in a Business report?

Or

- (b) Explain the method in resume writing.

15. (a) Write a short note on effective listening.

Or

- (b) Write the components of Non-verbal Communication.

Part C

(5 × 8 = 40)

Answer **all** the questions, choosing either (a) or (b).

16. (a) What do you mean by Business Communication? Explain its objectives and Importance.

Or

- (b) Discuss the formats of written Communication.

17. (a) Write the key ingredient in composing a persuasive and bad Message.

Or

- (b) Discuss the key ingredient in composing a routine replies and routine adjustment letters.

18. (a) Explain the process of writing a emails and blogs.

Or

- (b) Discuss in detail the developing content for websites.

19. (a) Explain the procedure for report writing for business and Research.

Or

- (b) Define Business report. What and how to conclude the Business report.

20. (a) Write a short note on Public Speaking.

Or

- (b) Discuss the importance of Business presentation skills.

C-7211

Sub. Code

92121

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025.

Second Semester

Health Service Management

HEALTH SERVICE QUALITY MANAGEMENT

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Which among the following is not a contribution made by Juran?
 - (a) Internal Customer
 - (b) Cost of Quality
 - (c) Quality Trilogy
 - (d) Quality Loss Function
2. What are the elements of quality statements?
 - (a) Vision statement
 - (b) Mission statement
 - (c) Quality policy statement
 - (d) All of the above
3. Leaders use _____ to create a sustainable competitive advantage for their organization.
 - (a) Ineffective strategy
 - (b) Effective strategy
 - (c) Papers
 - (d) Media

4. Empowerment is the opposite of _____
(a) Motivated (b) Accomplishment
(c) Helplessness (d) Goal
5. In which country was 5S invented?
(a) India (b) Japan
(c) Vietnam (d) Norway
6. The quality improvement strategy that involves activities that continually improve a process that is not broken is called
(a) Repair strategy
(b) Refinement strategy
(c) Renovation strategy
(d) Reinvention strategy
7. The \bar{x} -charts and R-charts monitor _____ and _____ of any manufacturing process.
(a) Precision, accuracy
(b) Accuracy, precision
(c) Variation, accuracy
(d) Precision, variation
8. Natural tolerance is also known as
(a) Specification limits
(b) Control limit
(c) Process capability
(d) Mean
9. Which of the following cannot be considered a reason for implementing a quality system that conforms to ISO standards
(a) Improvement in safe working
(b) Reduction in customer complaints
(c) Increased inspection efforts
(d) Decreased inspection efforts

10. Benchmarking involves _____ between the performance level of the organization with its benchmark
- (a) Increasing the gap
 - (b) Reducing the gap
 - (c) Opening the gap
 - (d) Broadening the gap

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

11. (a) Write the importance of quality management in an organization.
- Or
- (b) Briefly describe a few quality gurus and their views on various dimensions of quality.
12. (a) Discuss about the customer perception of Quality.
- Or
- (b) Write a short note on Team work.
13. (a) State the concept of quality improvement.
- Or
- (b) What are the importances of Deming wheel?
14. (a) What are the characteristics of Quality?
- Or
- (b) Write short notes on:
- (i) Scatter Diagram
 - (ii) Histogram.
15. (a) Explain the nursing care standard.
- Or
- (b) Write a short notes on:
- (i) Dicmeal audit
 - (ii) Kaizen.

Part C

(5 × 8 = 40)

Answer **all** questions, choosing either (a) or (b).

16. (a) Explain the Evolution of Quality Management.

Or

- (b) Explain the term Quality circle.

17. (a) What are the dimensions of Quality and its importance of health care?

Or

- (b) Enumerate the fourteen principles articulated by W.Edwards Deming to guide quality improvement effects.

18. (a) Discuss steps and techniques involved in Quality Audits.

Or

- (b) Highlight the importance of Quality assurance with illustrations.

19. (a) Outline the Lean and six sigma Quality control tools.

Or

- (b) What are the steps to constructing a Flow chart?

20. (a) Explain the different factors in which quality needs to be maintained as per ISO.

Or

- (b) What are the reason trends observed in the area of quality management in hospitals ? Explain briefly.

C-7212

Sub. Code

92122

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Second Semester

Health Service Management

HEALTH SERVICE MARKETING AND MANAGEMENT

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Marketing utility consists of _____
 - (a) Price
 - (b) Place, price
 - (c) Product, place, price and profit
 - (d) Product, Price, place, promotion

2. A place for buying and selling activities is called _____
 - (a) Market
 - (b) Marketing
 - (c) Market research
 - (d) Market information

3. Which of the following statements is correct?
- (a) Marketing is the term used to refer only to the sales function within a firm
 - (b) Marketing managers usually don't get involved in production or distribution decisions
 - (c) Marketing is an activity that considers only the needs of the organization, not the needs of society as a whole
 - (d) Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, client, partners and society at large
4. Which of the following is NOT an element of the marketing mix?
- (a) Distribution
 - (b) Product
 - (c) Target market
 - (d) Pricing
5. Political campaigns are generally examples of _____
- (a) Cause marketing
 - (b) Organization marketing
 - (c) Event marketing
 - (d) Person marketing
6. Promoting tourism in "incredible India" is an example of
- (a) Organization marketing
 - (b) Cause marketing
 - (c) Place marketing
 - (d) Person marketing

7. When companies make marketing decisions by considering consumers' wants and the long-run interests of the company, consumer, and the general population they are practicing which of following principles?
 - (a) Innovative marketing
 - (b) Consumer-oriented marketing
 - (c) Value marketing
 - (d) Societal marketing

8. The term marketing refers to
 - (a) New product concepts and improvements
 - (b) Advertising and promotion activities
 - (c) A philosophy that stresses customer value and satisfaction
 - (d) Planning sales campaigns

9. When looking at consumer income, marketers are most interested in
 - (a) Discretionary income
 - (b) Deferred income
 - (c) Inflationary income
 - (d) Disposable income

10. The strategic marketing planning process begins with
 - (a) The writing of the mission statement
 - (b) The establishment of organizational objectives
 - (c) The formulation of a marketing plan
 - (d) Hiring a senior planner

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

11. (a) Explain the following :

- (i) Sales concept
- (ii) Product concept
- (iii) Production concept
- (iv) Marketing concept.

Or

(b) Explain the importance of Marketing to Healthcare organizations

12. (a) Briefly explain the Black box model of consumer behaviour.

Or

(b) Differentiate between brand value and brand equity.

13. (a) Explain the factors affecting channel choice.

Or

(b) Differentiate between relationship orientation and transaction orientation.

14. (a) Distinguish between CRM and E-CRM.

Or

(b) Explain the six E's of E-CRM.

15. (a) Explain the advantages of customer centric organisation.

Or

- (b) Explain marketing as a process of creating, communicating and delivering value,

Part C

(5 × 8 = 40)

Answer **all** questions, choosing either (a) or (b).

16. (a) Explain the differences between marketing 1.0, 2.0 and 3.0.

Or

- (b) Discuss the Marketing Intelligence information and Research system.

17. (a) Explain in detail the bases for segmenting consumer markets.

Or

- (b) Briefly explain the objectives of customer relationship marketing.

18. (a) Explain the distinction between distribution logistics and supply chain management.

Or

- (b) Bring out the difference between push and pull strategies of promotion.

19. (a) Describe relationship marketing. Explain the important benefits and challenges faced by relationship marketing.

Or

- (b) Discuss the concept of CRM. Explain the important advantages of CRM.

20. (a) Describe the developing cost effective public relations Strategies.

Or

(b) Explain the changing role and responsibility of Health service PRO.

C-7213

Sub. Code

92123

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Second Semester

Health Service Management

**SUPPORTIVE SERVICE AND FACILITIES
MANAGEMENT**

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. The most common method of filing in today's medical office is
 - (a) Alphabetically
 - (b) Numerically
 - (c) By insurance
 - (d) By subject

2. The most important reason for using numeric filing is that
 - (a) It preserves patient confidentiality
 - (b) A larger number of records can be filed
 - (c) A computer can more readily read numeric filing tablets
 - (d) None

3. Which of the following food items provides dietary fibre?
 - (a) Pulses
 - (b) Wholegrain
 - (c) Fruits and vegetables
 - (d) All of the above

4. Any diet altered to include certain components such as calories, fat, vitamins and minerals.
 - (a) Modified diet
 - (b) Balanced diet
 - (c) Fortified diet
 - (d) Menu planning

5. A list of drugs that have been selected for use at a particular hospital by a special committee is called a
 - (a) Closed formulary
 - (b) Formulary
 - (c) Open formulary
 - (d) Close formulary

6. A pharmacy located in a hospital that services only those patients in the hospital and its axillary area is called
 - (a) In-patient pharmacy
 - (b) Out- patient pharmacy
 - (c) Satellite pharmacy
 - (d) None of the above

7. The department normally responsible for servicing rooms
 - (a) Reception
 - (b) Housekeeping
 - (c) Portorage
 - (d) Maintenance

8. Which of the following area has the lowest chance of producing a biomedical waste?
 - (a) Hospitals
 - (b) Clinics
 - (c) Laboratories
 - (d) Agricultural lands

9. Tubing for positive pressure medical gas systems delivered from the manufacturer shall be
 - (a) Plugged or capped
 - (b) Harddrawn seamless
 - (c) Identified as “oxy” or “med”
 - (d) All of the above

10. Phases of an ambulance call include all of the following activities, EXCEPT
- (a) emergency care provided at the scene
 - (b) transport of the patient to the hospital
 - (c) checking equipment on the ambulance
 - (d) transferring the patient to the ambulance

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

11. (a) State the process of medical records.

Or

- (b) How do you staff the front office?

12. (a) State the functions of dietary department.

Or

- (b) Explain the procedures for work flow.

13. (a) List out the key task of Housekeeping.

Or

- (b) State the duties of chief pharmacist.

14. (a) Describe the functions of Bio-Medical Engineering.

Or

- (b) Write a note on :

- (i) Classification of lab services.
- (ii) Equipment purchase and inspection

15. (a) Discuss the hospital transportation system.

Or

- (b) What are the functions of security services?

Part C

(5 × 8 = 40)

Answer **all** questions, choosing either (a) or (b).

16. (a) How will you locate and layout diagnostic services?

Or

- (b) Outline the characteristics of medical records.

17. (a) Explain about the staffing functions in dietary department.

Or

- (b) Discuss about the design and layout of dietary service department.

18. (a) What are the objectives and functions of pharmacy department?

Or

- (b) Elaborate on the systematic and standard procedures of cleaning.

19. (a) State the Reasons for efficient maintenance of hospital.

Or

- (b) What are the functions of the laundry and linen?

20. (a) Elaborate on the responsibilities of a security guard.

Or

- (b) Outline the civil and biomedical issues related to maintenance management.

C-7214

Sub. Code

92124

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Second Semester

Health Service Management

RESEARCH AND STATISTICS

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. An image, perception or concept that is capable of measurement is called _____.
 - (a) Scale
 - (b) Hypothesis
 - (c) Type
 - (d) Variable

2. In order to pursue the research, which of the following is priorly required?
 - (a) Developing a research design
 - (b) Formulating a research question
 - (c) Deciding about the data analysis procedure
 - (d) Formulating a research hypothesis

3. Survey is a _____ Study.
- (a) Descriptive
 - (b) Fact finding
 - (c) Analytical
 - (d) Systematic
4. Questions in which only two alternatives are possible is called
- (a) Multiple choice questions
 - (b) Dichotomous questions
 - (c) Open ended questions
 - (d) Structured questions
5. Which one is called non-probability sampling?
- (a) Quota sampling
 - (b) Cluster sampling
 - (c) Systematic sampling
 - (d) Stratified random sampling
6. The _____ scale measurement has a natural zero.
- (a) Ratio
 - (b) Nominal
 - (c) Ordinal
 - (d) Interval
7. SPSS is an acronym of the following?
- (a) Statistical Predictions for Social Sciences
 - (b) Sexual Preferences for the Sixties and Seventies
 - (c) Statistical Package for the Social Sciences
 - (d) Sexual Performance and SAD Syndrome

8. Final stage in the Research Process is
- (a) Problem formulation
 - (b) Data collection
 - (c) Data Analysis
 - (d) Report Writing
9. The measures of dispersion can never be
- (a) Positive
 - (b) Zero
 - (c) Negative
 - (d) Equal to 2
10. If the maximum value in a series is 25 and its range is 15, the maximum value of the series is
- (a) 10
 - (b) 15
 - (c) 25
 - (d) 35

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

11. (a) Define Research process and Explain various steps in research process.
- Or
- (b) Describe the different types of research. Distinguish between an experiment and a survey.
12. (a) Write a Short notes on
- (i) Objectives of Research
 - (ii) Criteria of a good research
- Or
- (b) Distinguish between Research Methods and Research Methodology.

13. (a) Explain the process of identification of research problem.

Or

- (b) How do you carry Literature Review? What are the advantages of the same?

14. (a) Explain the basic concept of sampling. How do you determine the sample size of a research study.

Or

- (b) Discuss the probability sampling with merits and demerits?

15. (a) Explain the Procedure of hypothesis test described various stages involved.

Or

- (b) Explain the difference between simple and multiple regression with example.

Part C

(5 × 8 = 40)

Answer **all** questions, choosing either (a) or (b).

16. (a) Examine the concept of research, its significance, cognize in business management distinguish between different kinds of research available for business management with suitable illustrations.

Or

- (b) How would you define research, its significancy, components of good research study and distinguish between exploratory research and conclusive research and brief on the research process?

17. (a) What are various approaches to study the research problem and formulation of objectives and brief on the role of literature review in formulating a research problem?

Or

- (b) Why do we formulate hypotheses in research? What criteria should be fulfilled while developing hypothesis and differentiate between various types of hypotheses?
18. (a) Examine the importance, characteristics of research design and how research designs are classified and brief on how experimental design is different from a descriptive research design.

Or

- (b) What are different data collection options available to the researcher? Compare and contrast them and brief on the ethical issues in collecting data.
19. (a) How do you determine sample? Explain different types of probability and nonprobability sampling and brief on statistics used in sample size selection.

Or

- (b) Explain the purpose of research report? What are various stages of report writing and explain criteria for good research report.

20. (a) Determine median from the following data: 25, 20, 15, 45, 18, 7, 10, 38, 12

In a class of 100 students, 20 have failed and their average of marks is 5. The total marks secured by the entire class were 562. Find the average marks of those who have passed.

Or

- (b) Find the median, quartile, 7th decile and 85th percentile of the frequency distribution given below:

Mark in Maths	0-10	10-20	50-30	30-40
No. of students	8	12	20	32
Mark in Maths	40-50	50-60	60-70	Above 70
No. of students	30	28	12	4

C-7215

Sub. Code

92125

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Second Semester

Health Service Management

HOSPITAL MATERIALS MANAGEMENT

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Materials management mainly focuses on _____.
 - (a) management of raw material or components required for continuous production
 - (b) production of finished goods and its sale in the appropriate market
 - (c) management of logistics and supply chain activities for timely market reach
 - (d) distribution of materials to the seller and distributor for smooth functioning of the market activities

2. Which of the following cannot be termed as function of material management?
 - (a) Sourcing
 - (b) Import and Export
 - (c) Risk management
 - (d) Indenting

3. The first activity of Purchasing cycle is _____.
- (a) Communicating requirement to the purchase
 - (b) Source Selection and development
 - (c) Recognizing the need for procurement
 - (d) Inspection of goods
4. Procurement costs consist of _____.
- (a) Cost of receiving quotations
 - (b) Cost of processing quotation and issuing purchase order
 - (c) Cost of following up and expediting purchase order
 - (d) All of these
5. Which is not the function of stores management?
- (a) Preparation of receipt
 - (b) Arranging inspection's.
 - (c) Inventory control
 - (d) Procurement
6. _____ are meant to store products for moderate to long period of time.
- (a) Storage warehouses
 - (b) Distribution warehouses
 - (c) Automated warehouses
 - (d) Private warehouse
7. DRP stands for
- (a) Distribution requirement planning
 - (b) dividend requirement planning
 - (c) Distribution resource planning
 - (d) Distribution reverse planning

8. _____ involves streamlining the distribution process in terms of physical and information efficiency.
- (a) Technical Integration
 - (b) Channel Integration
 - (c) Channel Hierarchy
 - (d) Vertical Marketing System
9. EOQ is that order quantity which result in _____ total inventory cost.
- (a) Maximum
 - (b) Minimum
 - (c) Carrying
 - (d) Average
10. The modern technique of material management is _____
- (a) ISO
 - (b) MRPe
 - (c) TQM
 - (d) MEOQ

Part B

(5 × 5 = 25)

Answer **all** questions choosing either (a) or (b).

11. (a) What is Material Cycle and explain its objectives?
- Or
- (b) What are the functions of a materials manager?
12. (a) State the principles of purchase management.
- Or
- (b) Describe the functions of Logistics management.
13. (a) List out the Advantages of Equipment Audit.
- Or
- (b) Point out the levels of maintenance.
14. (a) Explain in detail about store hygiene?
- Or
- (b) What are the classifications of materials?

15. (a) What are the advantages of EOQ?

Or

(b) How can you apply ABC analysis for optimum utilization of inventory?

Part C

(5 × 8 = 40)

Answer **all** questions choosing either (a) or (b).

16. (a) Explain the recent trends in Material Management.

Or

(b) Define Material management and explain the problems of material management.

17. (a) What are the elements of purchase cycle?

Or

(b) Explore your understanding on "Arbitration with reference to Material Purchase".

18. (a) Explain the contribution of purchasing system in a healthcare organization for effective management.

Or

(b) What are the factors affecting utilization of equipment?

19. (a) What are the techniques involved in verification of materials?

Or

(b) Describe the distribution systems in health care institutions with the help of a chart.

20. (a) Explain the types of inventory control.

Or

(b) Lead time - How can you implement in your work setup.

C-7216

Sub. Code

92126

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Second Semester

Health Service Management

STRATEGIC MANAGEMENT IN HEALTH CARE

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Which of the following is not a major element of the strategic management process?
 - (a) Formulation strategy
 - (b) Implementing strategy
 - (c) Evaluating strategy
 - (d) Assigning administrative tasks

2. The primary focus of strategic management is
 - (a) Strategic analysis
 - (b) The total organization
 - (c) Strategy formulation
 - (d) None

3. What is the starting point of Strategic Intent?
 - (a) Goal
 - (b) Objective
 - (c) Vision
 - (d) Mission

4. SWOT stands for
 - (a) Services worldwide optimization and transport
 - (b) Special weapons for operations for timeless
 - (c) Strength weakness opportunities and threats
 - (d) Strength worldwide overcome threats

5. An important activity in _____ is taking corrective action.
 - (a) Strategy evaluation
 - (b) Strategy implementation
 - (c) Strategy formulation
 - (d) Strategy leadership

6. Strategy formulation requires _____.
 - (a) Conceptual intuitive and analytical skills
 - (b) Motivation and leadership skills
 - (c) An operational process
 - (d) None of the above

7. Strategic implementation is
 - (a) Concerned with translating a strategic decision into action
 - (b) Crafting a combination of strategies and picking out the best one
 - (c) Primarily an intellectual process
 - (d) Considered easier and less time-consuming

8. _____ focuses on whether the strategy is being implemented as planned and the results produced are those intended.
 - (a) Strategic analysis
 - (b) Strategic control
 - (c) Strategy formulation
 - (d) Strategy implementation

9. NFHS stands for:
- (a) national full health status
 - (b) national family health survey
 - (c) national family health status
 - (d) none of these
10. Which agency defined health as “a complete state of physical, mental and social well being and not merely the absence of illness or disease”:
- (a) UNICEF
 - (b) WHO
 - (c) WTO
 - (d) ADB

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

11. (a) State the need for strategic management?
- Or
- (b) Who is involved in Strategic Management?
12. (a) Write a short notes on: (i) Vision (ii) Mission
- Or
- (b) Explain the term QUEST?
13. (a) Discuss about Strategic Group Analysis?
- Or
- (b) What do you mean by strategic formulation?
14. (a) What are the requirements for effective evaluation?
- Or
- (b) Explain the organizational design and Change?
15. (a) Write a note on importance of National health care programmes.
- Or
- (b) National AIDS control programme – Explain.

Part C

(5 × 8 = 40)

Answer **all** questions, choosing either (a) or (b).

16. (a) What are the merits and demerits of financial planning?

Or

- (b) Explain the concept of Strategy?

17. (a) Explain why environmental analysis is necessary for Strategic Management?

Or

- (b) Outline the Methods and Techniques used for Environmental Scanning?

18. (a) Why is Strategy Evaluation important?

Or

- (b) Discuss about the Process of Strategic Choice?

19. (a) What are the inter relationship between formulation and implementation?

Or

- (b) What are the barriers faced in Evaluation?

20. (a) Discuss the strategic management practices followed by WHO.

Or

- (b) Explain the strategies adopted in malaria eradication.
-

C-7217

Sub. Code

92131

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Third Semester

Health Service Management

OPERATIONS RESEARCH

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Which of the following is NOT a part of Operations Management?
 - (a) Process Planning
 - (b) Plant Layout
 - (c) Investment Planning
 - (d) Production Planning

2. What is the primary objective of Plant Location decisions?
 - (a) Minimize production cost
 - (b) Ensure employee satisfaction
 - (c) Maximize operational efficiency
 - (d) Optimize material handling

3. In Operations Research, the Simplex Method is used for:
 - (a) Solving nonlinear equations
 - (b) Solving linear equations
 - (c) Solving shortest path problems
 - (d) Analysing queuing models

4. Which of the following is a limitation of Operations Research?
 - (a) Cannot handle uncertainty
 - (b) Requires accurate data
 - (c) Limited to qualitative analysis
 - (d) All of the above

5. What type of problem does the Transportation Model solve?
 - (a) Minimizing cost of moving goods
 - (b) Determining best production sequence
 - (c) Managing project timelines
 - (d) Optimizing employee schedules

6. Which inventory model considers shortages?
 - (a) Deterministic models
 - (b) EOQ Model without shortages
 - (c) Manufacturing model with shortages
 - (d) Probabilistic models

7. What is the purpose of the Minimum Spanning Tree Problem?
- (a) Minimize transportation cost
 - (b) Connect all nodes with the minimum total edge cost
 - (c) Find the shortest path between two points
 - (d) Reduce project duration
8. CPM stands for:
- (a) Critical Project Management
 - (b) Crashing Project Management
 - (c) Critical Path Method
 - (d) Cost Path Management
9. Which of the following describes a Two-Person Zero-Sum Game?
- (a) Both players share the winnings equally
 - (b) One player's gain is the other player's loss
 - (c) The game has no equilibrium
 - (d) Both players cooperate for maximum payoff
10. The queuing model (M/M/1) represents:
- (a) Multiple servers, multiple phases
 - (b) Single server, single queue
 - (c) Multi-server with general service time
 - (d) None of the above

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

11. (a) Explain the importance of Plant Location in Operations Management.

Or

- (b) Describe the factors influencing Plant Layout.

12. (a) Discuss the stages of development in Operations Research.

Or

- (b) Illustrate the Graphical Method of Linear Programming.

13. (a) Write a note on the Assignment Problem and its applications.

Or

- (b) Discuss the difference between purchase models and manufacturing models in Inventory Control.

14. (a) Explain the steps involved in solving a Minimum Spanning Tree Problem.

Or

- (b) Compare CPM and PERT in project management.

15. (a) Explain the steps in solving a two-person zero-sum game using a graphical method.

Or

- (b) Explain the concept and structure of (M/M/C): (GD/a/a) queuing model.

Part C

(5 × 8 = 40)

Answer **all** questions, choosing either (a) or (b).

16. (a) Discuss the importance of Production Planning and its role in Operations Management.

Or

- (b) Elaborate on the relationship between Process Planning and Plant Layout.

17. (a) Explain the applications and limitations of Operations Research in decision making.

Or

- (b) Solve the following LPP using the graphical method.

$$\text{Maximise } z = 25x_1 + 20x_2$$

$$\text{Subject to } 16x_1 + 12x_2 \leq 100$$

$$8x_1 + 16x_2 \leq 80$$

$$x_1, x_2 \geq 0$$

18. (a) Solve the following transportation problem.

	W1	W2	W3	Availability
F1	8	10	12	900
F2	12	13	12	1,000
F3	14	10	11	1,200
Requirements	1,200	1,000	900	

Or

- (b) A project work consists of four major jobs for which four major contractors have submitted tenders. The tender documents quoted in thousands of Rupees are given with the matrix as

	J1	J2	J3	J4
C1	15	27	35	20
C2	21	29	33	17
C3	17	25	37	15
C4	14	31	39	21

Find the assignment which minimises the total of project work cost. Each contract has to be assigned only one job.

19. (a) Calculate the critical path.

Activity	1-2	1-3	2-3	2-4	3-4	4-5
Duration (Days)	20	25	10	12	6	10

Or

- (b) Discuss the concept of crashing in a project network and its impact on time and cost.
20. (a) The number of customers approaching a tailor appears to be Poisson distribution with a mean of 6 customers per hour. The tailor can attend the customers at an average rate of 10 customers per hour with a service time exponentially distributed. Find
- (i) Utilisation parameter / Traffic intensity
 - (ii) Probability that queuing system is idle
 - (iii) Average time that the tailor is free on a 10 hour working day
 - (iv) What is the expected number of customers in the tailor shop?
 - (v) What is the expected number of customers waiting for his service?
 - (vi) How much time should a customer expect to spend in the queue?

Or

(b) Solve the following game using the graphical method.

	B1	B2	B3	B4	B5
A1	2	-2	3	7	6
A2	6	5	1	4	0

C-7218

Sub. Code

92132

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025.

Third Semester

Health Service Management

HEALTH CARE AND WELLNESS

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Which of the following is a key component of a healthy lifestyle?
 - (a) Sleeping less than 4 hours a day
 - (b) A balanced diet and regular physical activity
 - (c) Smoking and drinking alcohol excessively
 - (d) Lack of physical exercise

2. What is the recommended amount of physical activity for adults per week according to the World Health Organization (WHO)?
 - (a) At least 150 minutes of moderate-intensity exercise per week
 - (b) At least 30 minutes of exercise per day
 - (c) At least 60 minutes of vigorous exercise per week
 - (d) At least 90 minutes of moderate exercise per week

3. Which of the following is an example of a chronic disease?
- (a) The flu
 - (b) A cold
 - (c) Diabetes
 - (d) Broken bone
4. Which of the following is a benefit of regular exercise on mental health?
- (a) Increased anxiety levels
 - (b) Improved memory and mood
 - (c) Increased depression
 - (d) Decreased energy levels
5. Which nutrient is essential for the growth and repair of tissues in the body?
- (a) Carbohydrates
 - (b) Protein
 - (c) Fat
 - (d) Vitamins
6. What is the primary purpose of vaccinations in public health?
- (a) To cure diseases
 - (b) To prevent the spread of diseases
 - (c) To alleviate symptoms of illness
 - (d) To replace medications
7. Which of the following is a common risk factor for heart disease?
- (a) High blood pressure
 - (b) Regular physical activity
 - (c) A healthy diet
 - (d) Low cholesterol levels

8. How many servings of fruits and vegetables are recommended for adults each day?
- (a) 1-2 servings
 - (b) 3-5 servings
 - (c) 5-9 servings
 - (d) 10-12 servings
9. What is the main role of antioxidants in the body?
- (a) To provide energy for cells
 - (b) To fight off infections
 - (c) To protect cells from damage caused by free radicals
 - (d) To store nutrients for later use
10. Which of the following is a sign of dehydration?
- (a) Clear urine
 - (b) Headache and dry mouth
 - (c) Increased appetite
 - (d) Excessive sweating

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

11. (a) Explain the importance of regular physical activity in maintaining overall health and wellness.

Or

- (b) Discuss the role of a balanced diet in promoting long-term health and preventing chronic diseases.

12. (a) Explain the basic structure and function of the human cell.

Or

- (b) Discuss the four main types of tissues in the human body and their functions.
13. (a) Describe the main principles and practices of Ayurveda as a system of medicine.

Or

- (b) Explain the basic concepts of Traditional Chinese Medicine (TCM) and its treatment methods.
14. (a) Explain the importance of special care for elderly patients and the common challenges faced in geriatric care.

Or

- (b) Explain the steps involved in performing CPR (Cardiopulmonary Resuscitation) on an adult.
15. (a) Explain the steps hospitals take to ensure the safety of patients during surgery.

Or

- (b) What are the common signs of shock in a trauma patient, and how should it be managed in the pre-hospital setting?

Part C

(5 × 8 = 40)

Answer **all** questions, choosing either (a) or (b).

16. (a) Describe the process and benefits of herd immunity in the context of vaccination.

Or

- (b) Explain the main risk factors for non-communicable diseases and how they contribute to the development of diseases like heart disease and diabetes.

17. (a) Describe the different diagnostic investigations used to assess gastrointestinal disorders.

Or

- (b) Explain the treatment approach for peptic ulcers, including both pharmacological and lifestyle modifications.

18. (a) What is the role of Panchakarma in Ayurvedic treatment? Describe the key procedures involved.

Or

- (b) Discuss the significance of a hospital's diagnostic services, such as laboratory tests and imaging, in patient management.

19. (a) Explain the different methods used to measure body temperature and discuss the advantages and disadvantages of each.

Or

- (b) Describe the procedure for measuring blood pressure with a sphygmomanometer and stethoscope and explain how to interpret the readings.

20. (a) Discuss the key principles of disaster management and how they help in reducing the impact of natural calamities.

Or

- (b) Explain the basic principles of fire safety and describe the fire triangle.
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C-7219

Sub. Code

92133

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Third Semester

Health Service Management

LEGAL ASPECTS OF HEALTH CARE

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Under which Act are societies registered in India?
 - (a) The Companies Act, 2013
 - (b) The Societies Registration Act, 1860
 - (c) The Indian Contract Act, 1872
 - (d) The Partnership Act, 1932

2. The Tamil Nadu Clinics Act primarily regulates :
 - (a) Private hospitals and clinics
 - (b) Government hospitals
 - (c) Medical colleges
 - (d) Only rural clinics

3. The Workmen's Compensation Act, 1923 applies to :
- (a) Only government employees
 - (b) Only factory workers
 - (c) Employees in hazardous occupations
 - (d) All salaried employees
4. The EPF Act applies to establishments employing a minimum of :
- (a) 10 employees
 - (b) 15 employees
 - (c) 20 employees
 - (d) 50 employees
5. The Medical Council of India (MCI) was replaced by which regulatory body?
- (a) National Medical Commission (NMC)
 - (b) Indian Medical Board
 - (c) Medical Ethics Committee
 - (d) Healthcare Council of India
6. The doctor-patient relationship is primarily based on :
- (a) Mutual respect and trust
 - (b) Financial agreement
 - (c) Government policy
 - (d) Corporate healthcare models

7. The Narcotic Drugs and Psychotropic Substances Act (NDPS Act), 1985, primarily aims to :
- (a) Regulate the sale of alcohol
 - (b) Control and prevent drug abuse and trafficking
 - (c) Monitor over-the-counter medicines
 - (d) Promote the pharmaceutical industry
8. The Drugs and Cosmetics Act, 1940, regulates :
- (a) Manufacturing and sale of drugs
 - (b) Import, distribution, and quality of drugs and cosmetics
 - (c) Ethical advertising of pharmaceutical products
 - (d) All of the above
9. Which color-coded bag is used for disposing of human anatomical waste?
- (a) Yellow
 - (b) Red
 - (c) Blue
 - (d) Black
10. The authority responsible for radiation safety in India is :
- (a) National Pharmaceutical Authority
 - (b) Atomic Energy Regulatory Board (AERB)
 - (c) Central Pollution Control Board (CPCB)
 - (d) Medical Council of India

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

11. (a) What are the primary functions of the Tamil Nadu Pollution Control Board (TNPCB)?

Or

- (b) Which authority regulates lift licensure in Tamil Nadu? What are the key requirements for obtaining a lift license for a hospital?

12. (a) What is the objective of the Workmen's Compensation Act?

Or

- (b) What is the objective of the Maternity Benefit Act?

13. (a) What was the role of the Medical Council of India (MCI)?

Or

- (b) How does the Consumer Protection Act apply to the medical profession?

14. (a) Explain the key provisions of the MTP Act, 1971.

Or

- (b) How are medical professionals monitored under the PNDT Act?

15. (a) Discuss the importance of health insurance in India.

Or

- (b) Define Special Economic Zones (SEZs). What is the role of the Directorate General of Foreign Trade (DGFT)?

Part C

(5 × 8 = 40)

Answer **all** questions, choosing either (a) or (b).

16. (a) How does the Companies Act, 2013 ensure the protection of shareholders and creditors? Provide examples.

Or

- (b) Explain the importance of the Tamil Nadu Clinics Act and its role in ensuring the regulation and licensing of private clinics in Tamil Nadu.
17. (a) Discuss the main objectives and coverage of the ESI Act.

Or

- (b) How does the Payment of Gratuity Act contribute to employee welfare?
18. (a) Discuss the significance of medical licensure laws in maintaining healthcare standards.

Or

- (b) Explain the importance of trust in the doctor-patient relationship.
19. (a) Explain the penalties and legal consequences of drug trafficking in India.

Or

- (b) Explain the legal and ethical issues in blood transfusion.

20. (a) Describe the methods of biomedical waste treatment and disposal.

Or

- (b) Describe the different types of radiation protection techniques.
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C-7220

Sub. Code

92134

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Third Semester

Health Service Management

HOSPITAL PLANNING AND DESIGN

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. What is the primary objective of hospital planning and design?
 - (a) Maximizing patient turnover
 - (b) Creating aesthetically pleasing structures
 - (c) Ensuring efficient workflows, patient safety, and optimal care delivery
 - (d) Reducing construction costs

2. Which of the following best describes the scope of hospital planning?
 - (a) Focuses only on the architectural layout
 - (b) Involves integrating patient needs, medical technology, and operational efficiency
 - (c) Primarily considers financial budgeting and resource allocation
 - (d) Deals exclusively with space utilization

3. What aspect of competitor analysis is most relevant in hospital market analysis?
 - (a) The architectural design of competitor hospitals
 - (b) The bed capacity and range of services offered by competitors
 - (c) The number of parking spaces available at competitor facilities
 - (d) The financial statements of competitors

4. Why is financial feasibility a key component of market analysis in hospital planning?
 - (a) It determines the profitability of the hospital in the short term.
 - (b) It ensures sufficient resources for staffing and operations.
 - (c) It identifies funding sources and assesses long-term sustainability.
 - (d) It helps reduce initial construction costs.

5. What is the primary goal of technical analysis in hospital planning and design?
 - (a) To estimate the financial profitability of the hospital
 - (b) To assess the technical feasibility of infrastructure, equipment, and systems
 - (c) To finalize the hospital's organizational hierarchy
 - (d) To determine the hospital's branding and marketing strategy

6. Which of the following is a critical component of technical analysis in hospital design?
- (a) Patient demographic study
 - (b) Selection of medical equipment and technology
 - (c) Marketing and advertisement planning
 - (d) Allocation of hospital beds based on profitability
7. In hospital architecture, which design aspect is crucial for minimizing cross-contamination in infection-prone areas?
- (a) Use of aesthetically pleasing color schemes
 - (b) Proper zoning and separation of clean and contaminated areas
 - (c) Placement of artwork in patient rooms
 - (d) Inclusion of wide corridors for aesthetic appeal
8. Which of the following is an important consideration when designing the circulation system of a hospital?
- (a) Aesthetics of the building's exterior
 - (b) Smooth flow of patients, staff, and materials while minimizing cross-traffic
 - (c) The number of parking spaces available
 - (d) Number of waiting areas for visitors
9. How does MIS support the operational planning phase of hospital design?
- (a) By creating floor plans for patient rooms
 - (b) By collecting and analyzing data on patient volume, service demand and staffing needs
 - (c) By determining the number of floors in the hospital
 - (d) By managing the hospital's financial transactions

10. Which of the following is an important function of MIS in hospital planning and design?
- (a) It helps in designing medical equipment
 - (b) It tracks the progress of construction and ensures adherence to the project timeline
 - (c) It manages the aesthetic elements of the hospital's layout
 - (d) It solely focuses on the legal compliance of hospital operations

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

11. (a) Highlight the features of Government and Corporate hospitals.

Or

- (b) State the primary objectives of hospital planning and design.

12. (a) How does urban vs. rural population distribution affect market analysis for hospital planning?

Or

- (b) Discuss the tools and methods are used to forecast future demand for healthcare services.

13. (a) What factors determine the appropriate level of service for a hospital in a particular region?

Or

- (b) Discuss the design challenges of integrating multiple specialties within a single hospital facility.

14. (a) How does the architectural design ensure efficient space utilization in a model hospital?

Or

- (b) Describe how staff workflows are influenced by the proximity of critical departments, such as emergency and surgery.
15. (a) What are the primary data types handled by a hospital's MIS?

Or

- (b) Why is adaptability important in the methodology of hospital design?

Part C

(5 × 8 = 40)

Answer **all** questions, choosing either (a) or (b).

16. (a) Explain the importance of scientific planning and design of hospitals in optimizing the hospital workflows and resource utilization.

Or

- (b) State the essentials of growth and expansion aspects in hospital design. Mention the factors drive the need for hospital expansion.
17. (a) Explain the steps involved in designing the market strategy. How can hospitals measure the effectiveness of their market strategy?

Or

- (b) Discuss the role of SWOT analysis in hospital planning and design. Categorize the internal and external factors taken into consideration for SWOT analysis.

18. (a) Elaborate the steps involved in planning of optimal functionality of specialized areas in hospitals.

Or

- (b) Compare and contrast the differences in technical infrastructure requirements between general hospitals and specialty hospitals.
19. (a) Analyze how inefficient material flow can affect patient care and hospital operations.

Or

- (b) List the key pollution control measures that hospitals are required to implement. Explain how municipal by-laws impact the location and construction of hospitals.
20. (a) Analyze the challenges faced during the implementation of MIS in hospital planning and design.

Or

- (b) Brief the application of principles of hospital design to create an efficient outpatient department layout.
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C-7221

Sub. Code

92135

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025.

Third Semester

Health Service Management

COUNSELLING

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. The primary focus of holistic counselling approaches is
 - (a) Treating only the psychological aspects of addiction
 - (b) Addressing the physical, emotional, and spiritual needs of the client
 - (c) Focusing on medical treatments only
 - (d) Isolating clients from their environment
2. One of the basic principles of counselling is
 - (a) Can help the weaker
 - (b) Can act as an authority
 - (c) Can love as a friend
 - (d) Can respect as what he/she is
3. The term “motivational interviewing” refer to,
 - (a) A method for increasing client resistance
 - (b) A directive, client-centered counseling style for eliciting behavior change
 - (c) A technique for minimizing client engagement
 - (d) A type of group therapy

4. A technique which involves helping clients learn to observe their thoughts and feelings without judgment _____.
- (a) Exposure Therapy
 - (b) Cognitive Restructuring
 - (c) Behavioral Activation
 - (d) Mindfulness
5. _____ is the term refers to the counsellor's ability to be genuine and transparent with clients.
- (a) Empathy
 - (b) Unconditional Positive Regard
 - (c) Congruence
 - (d) Reflective Listening
6. The one who seeks help in a counselling is called the
- (a) Counsellor (b) Counselee
 - (c) Consultant (d) Patient
7. _____ is a common therapeutic technique used in group counselling.
- (a) Role-playing
 - (b) Isolation
 - (c) Confrontation without support
 - (d) Lack of feedback
8. A common barrier to seeking counselling for addiction _____.
- (a) Awareness of the need for help
 - (b) Stigma and shame associated with addiction
 - (c) Strong support systems
 - (d) Availability of treatment

9. _____ is constructive and can lead to positive outcomes.
- (a) Avoidance conflict
 - (b) Relationship conflict
 - (c) Process conflict
 - (d) Task conflict
10. _____ is a type of stress provides the outlet to express our talent and energies and helps us to pursue happiness.
- (a) Distress
 - (b) Acute stress
 - (c) Eustress
 - (d) Chronic stress

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

11. (a) State the need for counselling.

Or

- (b) Discuss the basics of counselling.

12. (a) What are the characteristics of counselling?

Or

- (b) Write in brief about the role of listening in counselling.

13. (a) Mention the challenges faced by the counsellor.

Or

- (b) Discuss the limitations for a counsellor.

14. (a) Explain the key aspects of counselling for drug addiction.

Or

- (b) Describe the methods of counselling the suicidal.

15. (a) State the importance of marital counselling.

Or

(b) Discuss the need for ethical standards in counselling.

Part C

(5 × 8 = 40)

Answer **all** questions, choosing either (a) or (b).

16. (a) Write an overview of Egan's Development models.

Or

(b) Elaborate the various theories of counselling.

17. (a) Discuss the various techniques of counselling.

Or

(b) Write an essay on transactional analysis.

18. (a) Describe the relationship between counsellor and counselee.

Or

(b) Brief the skills required and responsibilities of a counsellor.

19. (a) Explain in detail about group therapy.

Or

(b) Elucidate the process of counselling for HIV and AIDS.

20. (a) Discuss in detail about the stress management.

Or

(b) Write in detail about developing case histories.

C-7222

Sub. Code

92136

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Third Semester

Health Service Management

TELE MEDICINE AND MEDICAL TOURISM

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Which of the following is a key ethical issue in telemedicine?
 - (a) Cost of equipment
 - (b) Confidentiality of patient data
 - (c) Speed of internet connection
 - (d) Availability of doctors

2. Which of the following is an advantage of telemedicine?
 - (a) Limited access to healthcare services
 - (b) Increased patient waiting times
 - (c) Remote diagnosis and treatment
 - (d) High cost of implementation

3. Which communication protocol is commonly used for telemedicine data transfer?
 - (a) FTP
 - (b) TCP/IP
 - (c) HTTP
 - (d) POP3

4. Which of the following ensures the security of medical data in telemedicine?
 - (a) Data compression
 - (b) Cryptography and encryption
 - (c) Image enhancement
 - (d) File conversion

5. Which of the following is a key factor contributing to the growth of medical tourism?
 - (a) Low healthcare costs in certain countries
 - (b) Availability of public transportation
 - (c) Weather conditions
 - (d) Language barriers

6. Which region is considered a leading medical tourism destination globally?
 - (a) North America
 - (b) Southeast Asia
 - (c) Eastern Europe
 - (d) South America

7. Which of the following is NOT considered a type of spa?
 - (a) Medical spa
 - (b) Resort spa
 - (c) Urban spa
 - (d) Corporate spa

8. Which of the following is an example of a wellness tourism program?
 - (a) Medical consultation
 - (b) Yoga retreats
 - (c) Legal assistance
 - (d) Insurance services

9. What is the primary goal of designing medical tour packages?
 - (a) Maximizing hospital revenue
 - (b) Providing comprehensive healthcare and travel solutions
 - (c) Encouraging local tourism only
 - (d) Minimizing healthcare regulations

10. What is a key factor in profiling medical tourists?
- (a) Age and health condition
 - (b) Favourite tourist destinations
 - (c) Language preference
 - (d) Choice of accommodation

Part B

(5 × 5 = 25)

Answer **all** questions, choosing either (a) or (b).

11. (a) Explain the major milestones in the history and evolution of telemedicine.

Or

- (b) Discuss the ethical and legal challenges related to patient confidentiality in telemedicine.

12. (a) Explain the role of multimedia components (text, audio, video, and data) in telemedicine.

Or

- (b) What are the differences between LAN and WAN technologies in telemedicine communication?

13. (a) What are the primary factors responsible for the growth of the health and medical tourism industry?

Or

- (b) Discuss the role of accreditation and certification in ensuring quality in medical tourism.

14. (a) What are the different dimensions of wellness, and how do they impact tourism?

Or

- (b) Discuss the types of spas and their contribution to wellness tourism.

15. (a) What are the key components to consider when designing a medical tour package?

Or

- (b) Discuss the role of health insurance in medical and wellness tourism.

Part C

(5 × 8 = 40)

Answer **all** questions, choosing either (a) or (b).

16. (a) Discuss the evolution of telemedicine and its impact on modern healthcare delivery, with special reference to India.

Or

- (b) Analyze the ethical and legal challenges associated with telemedicine, focusing on confidentiality, social and legal issues.

17. (a) Explain the different communication infrastructures used in telemedicine, such as PSTN, ISDN and wireless communication.

Or

- (b) Discuss the role of encryption and cryptography in ensuring the security and confidentiality of telemedicine data.

18. (a) Explain the key factors responsible for the growth of medical tourism globally and its impact on the healthcare industry.

Or

- (b) Discuss the role of accreditation and certification in medical tourism, and how they contribute to patient safety and trust.

19. (a) Discuss the various dimensions of wellness and their significance in the context of wellness tourism.

Or

- (b) Explain the different types of spas and their role in promoting health and well-being through tourism.

20. (a) Discuss the steps involved in designing a medical tour package and the factors to consider for a successful experience.

Or

- (b) Explain the role of health insurance in medical tourism and how it affects patients' choices and healthcare providers.