



Institute of Health Management Research

MBA Hospital and Health Management

Batch-27th (2022-2024) Hospital Management

Second Year, Term 5 End Term Examination, December 2023

HOM-707 Marketing Management of Hospital Services

Time - 3 Hour

Maximum Marks: 50 (Minimum Marks: 20)

Instructions to students:

- This question paper contains 3 printed pages.
- Don't write anything on the Question Paper except writing your Enrolment No.

Part A

(Maximum Marks: 5)

Q1. Choose the most appropriate option for each of the following (1 mark each):

- (a). SST in Healthcare Service Marketing stands for:
 - (i). Stable Service Technologies
 - (ii). Social Service Technologies
 - (iii). Smart Service Technologies
 - (iv). Self Service Technologies
- (b). Home Health Care Services can increase quality control by:
 - (i). Service Performance Process
 - (ii). Monitor Customer Satisfaction
 - (iii). Making Investment In Good Standardize
 - (iv). All of the above
- (c). Which of them is not an example of Nonmonetary Healthcare cost:
 - (i). Time Cost
 - (ii). Energy Cost
 - (iii). Psychology Cost
 - (iv). Acquisition Cost
- (d). Which is not an element of physical evidence:
 - (i). Employee Dress
 - (ii). Employee Training
 - (iii). Equipment
 - (iv). Hospital Facility Design
- (e). It is not accepted as being part of the extended marketing mix for healthcare services:
 - (i). Promotion
 - (ii). Place
 - (iii). Product
 - (iv). Practice

Part B

(Maximum Marks: 15)

Answer any three of the following questions:

- Q2.** Define service quality giving suitable example. (5)
- Q3.** Define moment of truth. (5)
- Q4.** Design service process blueprint of registration desk of a hospital. (5)
- Q5.** Define segmentation, target and positioning of a service offered by the hospital taking a suitable example. (5)

Part C**(Maximum Marks: 30)****Read the following case:**

Alfred Robson, superintendent of Middleton Hospital, became quite concerned after having read a consumer survey that indicated that public opinion toward hospitals and the medical profession in general was quite low. According to the survey, the public viewed the cost of health care to be as serious a problem as the high costs of food, clothing, fuel, and other necessities. While three out of four survey respondents worried a great deal about service prices in general, almost 70 percent were equally concerned with the cost of medical care.

People were also concerned with the quality of health services they were receiving. One out of every four respondents thought that hospitals and the medical profession were doing a poor job in serving consumers, while only one out of five respondents thought they were doing a good job. The only other major industries rated significantly worse than hospitals and the medical profession were the oil industry and automobile manufacturers, which were judged to be doing a poor job by one out of every three respondents. Furthermore, when respondents with a favorable attitude toward consumer activism were asked to select industries that should receive the attention of the consumer movement soon, more than 40 percent of these respondents selected hospitals and the medical profession. This was second only to the food manufacturing industry, where the figure was 45 percent. Robsen knew there was little he could do about the public's concern about the high cost of health care. Costs were rising for all hospitals, and the most he could do would be to manage Middleton Hospital as efficiently as possible. However, he felt he could address the concerns patients had about the service they received. Middleton Hospital had always been regarded as the best of Pune City's four hospitals, and Robsen wanted to maintain that reputation.

Robsen described the findings of the survey (Marco) to his staff at its next meeting. He asked staff members to comment on areas of patient care, processes (need of SST), people, and marketing practices that might be causes of patient dissatisfaction. MS Bacon who was responsible for admitting new patients, thought that waiting might be a real problem. In admitting and releasing patients, for instance, the delay could be considerable. Paperwork was heavy and getting heavier. There could also be delays, she knew, in other areas of the hospital; it was not uncommon to wait for physical therapy or for X-rays to be taken. Sometimes, in emergencies, this was unavoidable. There were times, however when patients were simply escorted to the special service area before personnel were available to take care of them.

The nursing supervisor, Ms. Hala thought that patients would form their opinions of the hospital largely based on whether their treatment was courteous and efficient. She felt that special care should be taken to see that patients were courteously escorted to their rooms, that their visitors were pleasantly received, and that their treatment and care were considerate throughout. Further, if calls for assistance were answered promptly, if the food was served on time if patients were bathed regularly, and if rooms were kept neat and clean, the patient would most probably be pleased with the service. Dr. Sentry, the hospital's chief of staff thought that the attitude of the staff could be an important factor. A positive attitude on the part of doctors, nurses, and volunteers was a critical element of quality patient care. He said that the patient's care and treatment should be explained to him or her as fully as possible, and he urged staff and other personnel to do so.

The supervisor of volunteer workers suggested that perhaps the volunteers were in a better position to hear certain complaints than any other of the hospital staff. Some of those complaints were minor, but they might be annoying to the patient. Such complaints might have to do with noise in the hallways, or not being able to get magazines newspapers, or books from the lending library. Another question that often came to the attention of volunteers concerned the availability of a chaplain or religious services. The marketing head showed concern about raising patient expectations and was keen on developing new partnerships with relevant stakeholders and the digital presence of the hospital. After having thought about what was said at the meeting, Robsen decided to rebuild the hospital's reputation and image. It was unclear to Robsen, though, whether the

survey involved only recent patients of Middleton Hospital or recent patients of all the city's hospitals. Mr Robsen after convening a meeting of his key staff members hospital's patients current and in the recent past noted their problems and wants to redesign the marketing mix and marketing planning for the hospital.

Based on the given case, answer any two of the following questions:

- Q6.** Analyze the main challenge faced by the hospital in light of the information given. (15)
- Q7.** The hospital wants to rebuild its image. As vice president of marketing, how would you do future marketing planning(step-wise)? (15)
- Q8.** What dimensions of service quality should be studied by the marketing analytics team of the hospital to find the sweet spot? Discuss the steps and design a questionnaire to evaluate the service quality based on SERQUAL. (15)
- Q9.** Design a suitable digital marketing strategy for the hospital keeping in view the hospital's image of providing cost-effective medical care. (15)
- Q10.** Design a health insurance plan for this hospital as a new service line to their patients in which they want to provide the highest-quality services for OPD contacting and want to cover OPD expenses. (15)