

POST GRADUATE PROGRAMME IN HEALTH AND HOSPITAL MANAGEMENT

FIRST YEAR (2010-2012) HUMAN RESOURCE MANAGEMENT

TIME : 3 Hrs

January 2014

MM:70

Note: The Question Paper consists of three sections. Please strictly adhere to word limit.

Section A-SEPARATE sheet attached - consists of 12 multiple choice/ one word/ true false answer type questions.
Please attempt any ten questions. All questions carry one mark each. Prefer to complete this part first in maximum 10 minutes. Attach this sheet to question paper.

Section B- Consists of short notes type answer. Attempt any four. (word limit – 150)

Section C - consists of 6 questions based on Tata Main Hospital (part reproduced here) . Please attempt any 4 questions. Each question carries 12 maximum marks. (word Limit -500 words)

SECTION B : Write short notes on any four

4x3 =12

- | | |
|--|--|
| a) Errors in Performance appraisal (any 3) | b) Job Evaluation |
| c) Employee Turnover and Retention | d) Internal Mobility |
| e) Any three sources of external recruitment and their two advantages and two disadvantages each | f) Components of compensation in India |

SECTION C : Attempt any four questions

4x12 =48

Q. 1 Attempt an organogram for the hospital using information given in the part case reproduced.

Q.2 Based on annexure reproduced here of the Pharmacy Department ; discuss at least 5 KRAs and 5 indicators on which you would evaluate performance of Chief Pharmacist and Senior storekeeper. Also propose the rating scale for both.

Q.3 Comment on the Training and Development System of the hospital with special reference to
a) Objectives of training and b) training need assessment

Also propose atleast two trainings (titles only) for the Pharma Hand

Q.4 Discuss any three HR issues reflected in the case.

FOR Q. 5 and 6 Assume that you are the Director o(HR) of Tata Main Hospital . Given the training and development system at place if you wish to hire a Training and Development Manager to maintain and further better the training system at TMH.

Q.5 a) What recruitment method will you prefer and why ?

b) Suggest a three- four step selection system for same and justify your choice.

Q.6 Prepare a job description and specification for prospective position.

CASE : TATA MAIN HOSPITAL

Tata Main Hospital (TMH) at Jamshedpur, India, catered to the employees of Tata Steel, their families, and dependent relations. It also extended its facilities to patients coming from in and around Jamshedpur and from other associated and contractor companies. Tata Steel funded free comprehensive healthcare for all its employees and their dependents. What started as a primary care in a thatched hut in 1908 had, as of 2013, grown into an 850-bed modern multi-disciplinary hospital (Refer to Exhibit I for a timeline of TMH).

Effective systems and procedures had helped the TMH administration achieve and fulfill its quality objectives. The quality objective read:

"We shall constantly strive to provide our employees, their families, and dependent relations prompt and expert comprehensive health care services in a customer friendly environment."

The hospital achieved these objectives by

- Anticipating and exceeding the expectations of customers.
- Bringing about continuous improvement in processes, technology, knowledge base, and skills of employees.
- Having professional excellence, ethical behavior, and team work as guiding values.

Hospitals are the key institutions in ensuring a healthy life. They have become an integral part of the comprehensive health services in India, both curative and preventive. Significant progress has been made in improving their efficiency and operations. The effectiveness of a health institution -- hospitals or nursing homes -- depends on its goals and objectives, its strategic location, the soundness of its operations, and the efficiency of its management systems. The administrator's effectiveness depends upon the efficiency with which he or she is able to achieve the goals and objectives of the institution. Some of the major factors determining the effectiveness of a health institution are patient care management and patient satisfaction.

Hospitals are very expensive to build and operate. Administrators and professionals have to be extremely cost conscious. Effective computerized systems and procedures need to be implemented to ensure proper utilization of limited resources toward quality health care. It becomes even more important when an in-house medical facility is provided by an industry for its employees, as is the case with Tata Steel.

Patient care management in Tata Steel had fully utilized the power of computers in Medicare, whereby a network of integrated systems maintaining a patient database for the hospital services in the areas of Pathology, Radiology, Medical Research, In-patient Admissions and Billing, Medical Stores & Pharmacy was operational. The implementation of these modules had resulted in user- friendly computerized systems. (405 words on this page)

TRAINING AND DEVELOPMENT PROCESS AT TMH

TMH employed a set methodology in the second and fourth quarters every year to implement the complete training process. The methodology used to execute the training process was completely based on the primary data collected from doctors and senior officers from which the responsibility profile of each employee was built up. Thereafter, the employees were assessed on the recognized responsibilities. This data helped in identifying the training needs of employees.

The responsibility profile contained:

- Behavioral Skills
- Technical/Clinical Skills

Other than these two types of skills, extracurricular activities were also included for the assessment of employees in order to encourage a healthy working environment. A survey was conducted for skill identification and assessment. With the help of performance rating, the employees' performance was assessed and requisite training provided in the respective field of an organization. The results of this survey helped the management and employees to identify the strong and weak points of the employees. This would help the employees to improve on their weak points. The survey helped in determining whether the employees had achieved the desired skill level to run the organization or they needed training in their respective field.

The study covered all designations in departments such as Radiology, Pathology, Pharmacy, Operation Room Technician, Dental Technicians, Dressing, Senior Nurses, and Staff Nurses of the entire hospital and other key members of critical disciplines in TMH.

The primary data collection method was used and this was compared with the secondary data available from the previous years. Data was collected through descriptive research where direct communication between the respondents and the researcher took place. Questionnaires were used to collect primary information from the employees. Thereafter, computer software and systems were used to analyze the data. The 4-quadrant model was used in skill mapping. By calculating the Skill Index, the company was able to find out the number of employees that needed training by analyzing the rating given in the critical skills of their respective area. A pie chart of the Skill Index was then made.

The training process was as follows:

Skill Identification of the Employees: To start the process, the skills of employees of different departments were identified at first by the researchers interacting with senior doctors and heads of department. Here, primary and secondary methods of collecting data were used. The collected skill data of each department was then summarized, revised, and classified on the basis of employee designation.

Skill Assessment: In TMH, the assessment of an employee's skill was done by doctors belonging to different departments. In the Nursing department, skill rating was done in a hierarchal manner. For example, the skill rating of staff nurses of different wards was done by the Sister-in-charge of that particular ward and the skill rating of Sister Supervisors and Sister-in-charge was done by the doctors of the respective ward. To rate the employee, five parameters (0-4) of rating were used.

Skill Gap Analysis: The skill gap of an employee a the department was analyzed by calculating the skill index using the four quadrant (4Q) software.

Preparation of Training Modules: After analyzing the skill gap, modules on a subject were planned through interactions with the doctors of different departments for training an employee. The training duration and module preparation was planned on an hourly basis.

- Preparation of Training modules.
- Selecting Trainers.
- Imparting Training.
- Evaluation of effectiveness of Training.
- After the collection of data from the respondents, it was tabulated. From each statement, the opinions of the respondent were elicited and tabulated using the five parameter approach as described here:

No. of Quadrants to be Filled		Definition of Skill Mapping
0		Is not trained on the subject
1		Has been given basic training on the subject.
2		Has working knowledge of the subject and can work under supervision.
3		Has adequate knowledge of the subject and can work independently on the job.
4		Is an expert of the subject and can give training to others.

Calculation

Individual Skill is calculated using the formula,

$$= \frac{\text{Sum of individual rating obtained}}{4 \times \text{no. of modules}}$$

$$\text{Skill index} = \frac{\text{Sum of individual skill of each employee}}{\text{No of employees} \times \text{No. of Skills}}$$

TRAINING NEED ANALYSIS

In the first half of 2013, a survey was conducted in the following departments: Nursing, Pharmacy, Pathology, MOT, Radiology, Dental and Dressing. The total population was as follows:

- Nursing- 373
- Pharmacy- 40
- Pathology- 15
- MOT- 20
- Radiology- 16
- Dental- 8
- Dressing- 36

Each department had its own peculiarities and individual requirements. For instance, Nursing, which was the biggest department under study, comprised Sisters-in-charge (30), Supervisor Sisters (6), Staff Nurses (215), and AMCs (122). Though the AMCs and Staff Nurses had the same responsibilities, there was a difference in their pay systems. Staff Nurses were on the payroll of TMH while AMCs were on contract. The Staff Nurses had been working in TMH for at least 2-3 years, while most of the AMCs were new recruits. The number of AMCs had almost doubled in the past one year.

On the other hand, there were smaller departments such as Dental which had only eight employees out of whom two had been newly recruited after the retirement of a senior employee. The Pathology department too had witnessed the retirement of an experienced hand the previous year. TMH started assessing the Dressing department only in 2010-2011.

All the 508 employees in the seven departments were included in the study. On the basis of employee designation, a table was made for each department (*Refer to Exhibit II a-e for some of the tables*). The 4-Q assessment sheet was created using this data. Then analysis was done on the basis of 5 parameters (0-4).

The total responses of the sample for each skill were counted and then the average for each was obtained with the respective weightage given to them. Then the overall weighted average for each aspect was obtained. The Skill Index of an employee was calculated on the basis of their designation by using the "Four Quadrant Method". The analysis was done in a similar manner for all the aspects and the training needs were thus identified. (*Refer to Exhibit III for Trend Line of Skill Index from 2008-2013 and to Exhibit IV for department-wise skill mapping*).

LOOKING AHEAD

The management of TMH now had the relevant data that depicted the skill mapping of the complete population of the seven departments. The study revealed that TMH was yet to achieve the desired skill index — 0.75. While the majority of the employees had achieved the desired skill level of 3 in their respective skills, there were employees who were in the skill level of between 0 and 2. Armed with these insights, the HR managers at TMH had to now decide on their next course of action.

a) Pharmacy Department

Name of Position	Chief Pharmacist	Senior Pharmacist	Pharmacist	Pharma Hand	Senior Store Keeper-Cum-Console Operator	Senior Store Keeper	Pharmacist-Cum-Data Entry Operator
No. of Employees	1	20	6	13	1	1	3
Technical Skills	Data entry	Data entry	Data entry	Data entry	Data entry	Data entry	Data entry
	HMS activities	HMS activities	HMS activities	HMS activities	HMS activities	HMS activities	HMS activities
	Product knowledge	Dispensing speed	Dispensing speed	Dispensing speed	Product knowledge	Product knowledge	Product knowledge
	Attitude & behavior	Product knowledge	Product knowledge	Product knowledge	Attitude & behavior	Attitude & behavior	Attitude & behavior
	Patient handling	Attitude & behavior	Attitude & behavior	Attitude & behavior	Material management	Material management	Material management
	MS office	5-S	5-S	5-S	Supplier handling	Supplier handling	Supplier handling
	5-S				5-S	5-S	MS office
	SAP awareness				SAP awareness	SAP awareness	5-S
							SAP awareness

Source: HR/IR department, Tata Main Hospital

Exhibit IV

Skill Mapping – Department Wise

Department	Designation	No. of Employee	Skill Index	Total Skill Index Dept. Wise
Radiology	Head Radiographer	1	0.97	0.76
	Sr. Radiographer	4	0.82	
	AMTs	8	0.74	
	X-ray Attendant	3	0.52	
Pathology	Sr. Technical lab assistant	8	0.69	0.70
	Technical lab assistant	2	0.67	
	Laboratory attendant	5	0.73	
Pharmacy	Chief Pharmacist	1	0.78	0.78
	Sr. Pharmacist	16	0.9	
	Pharmacist	5	0.87	
	Pharmacy Hand	13	0.89	
	Sr. Storekeeper Console Operator	1	0.68	
	Sr. Storekeeper	1	0.75	
	Pharmacist Data Entry Operator	3	0.74	
Operation Theater	In charge Operation Room Techs.	1	0.89	0.84
	Sr. ORT	10	0.85	
	ORT	9	0.78	
Nursing	Supervisor Sister	6	0.98	0.82
	Sister	30	0.9	
	Staff Nurse	215	0.9	
	AMC Nurse	122	0.7	
Dental	Mechanic	1	0.91	0.68
	Associate Dental Mechanic	2	0.8	
	Dental Attendant	5	0.34	
Dressing	Head Dresser	1	0.62	0.55
	Sr. Dresser	12	0.65	
	Dresser	14	0.61	
	Dressing Room Attendant	9	0.31	
Total Employees		508		
Positional index of Tata Medical Services(TMH) on the basis of six dept.				0.73

Source: Calculated from the Information collected during the first half of 2013.

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	Attitude & behavior	Product knowledge	Product knowledge	Product knowledge	Attitude & behavior	Attitude & behavior	Attitude & behavior
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Source: HR/IR department, Tata Main Hospital

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Source: Calculated from the Information collected during the first half of 2013.

Attempt any ten questions. Multiple choice/ one word/one line/ true false type Questions MM 10

SERIES 7

Q N o.	Question
1	Which of the following is not an objective of social security? 1) compensation ☐ 2) Restoration ☐ 3) Prevention ☐ 4) Fringe benefits ☐
2	What is the allowance paid to the employee during suspension? i) 15 days Basic salary + Dearness /compensation for 60 days ☐ j) 15 days Basic salary + Dearness /compensation for 90 days ☐ k) One month Basic salary + Dearness /compensation for 90 days ☐ l) One month Basic salary + Dearness /compensation for 60 days ☐
3	Payment linked to number of year served is known as _____?
4	The show cause notice is signed by the a) Head of the Department ☐ c) Employee ☐ b) Grievance committee ☐ d) Manager ☐
5	Name the act which provides medical help and unemployment insurance to industrial worker during their illness
6	Red Hot Stove Rule has four components. Tick the one that is not a component of Red Hot Stove Rule: a) Burns Immediately ☐ c) Provides Warning ☐ b) Burns Personally ☐ d) Burns Impersonally ☐
7	The process in which the employer and the employee negotiate the issue directly, face to face across the table and there is no third party intervention is called
8	The model grievance procedure was suggested by; a) National Commission on Labour ☐ b) Indian labour Conference ☐ c) Indian Labour Organisation ☐ d) Industrial Disputes Act ☐
9	Gripe box is a kind of confidential meeting room where grievance manager meets the employee who has a work related grievances? True ☐ / False ☐
10	In which act or acts grounds for employee dismissal are stated? a) Industrial Disputes Act ☐ b) Employment Act ☐ c) Payment of Wages Act ☐
11	Zero sum game or <i>my gain your loss and your gain my loss</i> is the basis of which bargaining a) Cooperative ☐ b) Productivity ☐ c) Conjunctive/distributive ☐ d) Composite ☐
12	Define the term Discharge Simplicitor

Attempt any ten questions. Multiple choice/ one word/one line/ true false type Questions MM 10

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1	What is the allowance paid to the employee during suspension? a) 15 days Basic salary + Dearness /compensation for 60 days b) 15 days Basic salary + Dearness /compensation for 90 days c) One month Basic salary + Dearness /compensation for 90 days d) One month Basic salary + Dearness /compensation for 60 days	☐ ☐ ☐ ☐
2	The show cause notice is signed by the a) Head of the Department ☐ c) Employee ☐ b) Grievance committee ☐ d) Manager ☐	
3	Red Hot Stove Rule has four components. Tick the one that is not a component of Red Hot Stove Rule: a) Burns Immediately ☐ c) Provides Warning ☐ b) Burns Personally ☐ d) Burns Impersonally ☐	
4	The model grievance procedure was suggested by; a) National Commission on Labour ☐ b) Indian labour Conference ☐ c) Indian Labour Organisation ☐ d) Industrial Disputes Act ☐	
5	In which act or acts grounds for employee dismissal are stated? a) Industrial Disputes Act ☐ b) Employment Act ☐ c) Payment of Wages Act ☐	
6	Define the term Discharge Simplificator	
7	Zero sum game or <i>my gain your loss and your gain my loss</i> is the basis of which bargaining a) Cooperative ☐ b) Productivity ☐ c) Conjunctive/distributive ☐ d) Composite ☐	
8	Gripe box is a kind of confidential meeting room where grievance manager meets the employee who has a work related grievances? True ☐ / False ☐	
9	The process in which the employer and the employee negotiate the issue directly, face to face across the table and there is no third party intervention is called	
10	Name the act which provides medical help and unemployment insurance to industrial worker during their illness	
11	Payment linked to number of year served is known as _____?	
12	Which of the following is not an objective of social security? a) compensation ☐ 2) Restoration ☐ 3) Prevention ☐ 4) Fringe benefits ☐	