# P. G. D. H. M. (Semester-II) Examination, 2012 201: STAFF - PATIENT RELATIONSHIP (2005 Pattern)

Time: Three Hours Total Marks: 60

**Note:** (i) Attempt **any four** questions.

- Q.1. Explain Path-Goal Model of 'Leadership' in brief.
- **Q.2.** Why counselling is important and elaborate the role played by a Medical Social Worker?
- **Q.3.** Write short notes on (any three):
  - (a) Conflict resolution
  - (b) Importance of staff patient relationship
  - (c) Exit Interviews / Patient feedback
  - (d) Process of Communication
- **Q.4.** How the theories of Motivation can be used to improve services in various departments (Heads/Incharges and also in case of class-IV employees)?
- Q.5. Suggest an effective performance appraisal format for a hospital.
- **Q. 6.** What do you understand by the word 'Organisational Behaviour'? Explain with suitable examples.

# P. G. D. H. M. (Semester-I) Examination, 2012 101: PRINCIPLES AND PRACTICES OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR (2012 Pattern)

Time: Three Hours Total Marks: 70

- (ii) Attempt any four out of six.
- (iii) Question No. 7 is compulsory.
- Q.1. Explain historical evolution of management thought.
- Q.2. Explain contribution of F.W. Taylor to the field of management.
- **Q.3.** 'Leaders are born as well as made'. Discuss in light on various theories of leadership.
- **Q.4.** Define management? Explain various functions of management in detail.
- **Q.5.** Define Organisational Behaviour. Why studying organizational behaviour is important for organizations?
- **Q.6.** Explain the concept of Group Dynamics. Also explain group formation process.
- **Q.7.** Write short notes on (any two):
  - (a) Centralization Decentralization
  - (b) Managerial Grid of Leadership
  - (c) Maslow's hierarchy of needs
  - (d) Kaizen



#### P.G.D.B.M. (Semester - I) Examination, 2012

# 102 : MANAGERIAL ACCOUNTING AND FINANCIAL MANAGEMENT

(2012 **Pattern**)

**Time: Three Hours** Total Marks: 70 Note: (*i*) **Question no. 1** is compulsory. Attempt any two questions from each section. (ii) (iii) Figures to the right indicate full marks. *Use only one answersheet for both sections.* (iv) (v) *Use of simple calculator is allowed.* Q. 1. (a) Explain the following: [5] (i) Double entry Book Keeping System. (ii) Working capital. (b) Classify the following accounts into Personal, Real and [5] Nominal Accounts: (i) Salary (ii) Furniture (iii) Tushar Misal (iv) Bank (v) Patent Section - I Q. 2. What is Depreciation? What is the need for providing depreciation [15] on assets. Describe any two methods of depreciation? **O.** 3. Write short notes on **any three**: [15] (a) P. V. Ratio. (b) OPD Register (c) Types of Accounts and Rules. (d) Limitations of Ratio Analysis. (e) Budgetary Control. Page 1 P.T.O. [4284] - 102

#### **Total No. of Questions - 07**]

#### [Total No. of Printed Pages - 02

Q.4. "Accounting is the language of business". Explain it and explain any four concepts of Accounting. [15]

#### Section - II

Q.5. Pass necessary journal entries in the Books of Jagtap Nursing Home,
Dhule, from the following transactions:

April 1, 2012	Dr. Jagtap started clinic with cash of ₹ 2,00,000/-, furniture ₹ 50,000/-
April 2, 2012	Opened bank A/c with ₹ 1,00,000/-
April 5, 2012	Paid for printing and stationary ₹ 5,000/-
April 7, 2012	Paid wages ₹ 1,000/-
April 8, 2012	Purchased Machinery for ₹ 30,000/-
April 16, 2012	Received cash for X-rays ₹ 5,000/-
April 20, 2012	Paid Rent and Taxes ₹ 2,000/-
April 25, 2012	Paid electricity bill for ₹ 1,000/-
April 29, 2012	Paid Salaries for ₹7,000/-
April 30, 2012	Withdrawn from Bank ₹ 20,000/-

- Q. 6. What is the method used for costing in Hospital? What is cost unit in Hospital? Discuss in detail. [15]
- Q.7. The turnover and profits during the two periods were as follows: [15]

	Sales ₹	Profit ₹
Period- I	40 Lakhs	4 Lakhs
Period-II	60 Lakhs	8 Lakhs

Assuming that the cost structure and selling price remain the same in above two periods, from above information compute :

- (a) P.V. Ratio
- (b) Break even point sales
- (c) The sales required to earn profit of ₹ 10 Lacs



#### P.G.D.H.M. Examination, 2012

# 103 : HOSPITAL PLANNING AND PROJECT MANAGEMENT

**(2012 Pattern)** 

Time: Three Hours  Total Ma		rks : 70	
. ,	empt <b>any five</b> questions. questions carry <b>equal</b> marks.		
•	ou establish the need for setting up a new hospital in a n city? Give details.	[14]	
Q.2. What factor hospital. Di	es influence the selection of site for a multi speciality scuss.	[14]	
	Nursing Unit? Describe an Obstetric Ward Unit? What incorporated at the planning stage to ensure safety of the bies.	[14]	
10 days in r	y hospital in Pune went without water for a period of ecent time. Discuss steps necessary to plan water supply edded hospital.	[14]	
a trend in re	of existing hospital by a corporate hospital has become ecent days. Discuss merits / demerits of acquisition. How the fit the community?	[14]	

- **Q.6.** How will you plan the inauguration of a new multi speciality hospital under construction 10 Km away from Pune? Give full details of the plan.
- [14]

Q.7. Write short notes on any two:

[14]

- (a) Master Plan
- (b) Sewage Disposal
- (c) Rule of Three
- (d) Zoning of the hospital project



#### P.G.D.H.M. (Semester - I) Examination, 2012

# 104 : MEDICAL TERMINOLOGY AND PROCEDURES

**(2012 Pattern)** 

Time	Time: Three Hours  Total Ma	
Note :	(i) Attempt <b>any five</b> questions.  (ii) All questions carry <b>equal</b> marks.  (iii) Draw diagrams wherever necessary.	
Q. 1.	Describe anatomy of Digestive System. Describe digestion process.	[14]
Q. 2.	Write short notes on <b>any two</b> :  (i) Hernia  (ii) Deep Vein Thrombosis  (iii) Hypertension  (iv) IVF	[14]
Q. 3.	Discuss diagnostic investigations in a case of suspected Diabetes Mellitus.	[14]
Q. 4.	Write short notes on any two:  (i) FNAC  (ii) Lumbar puncture  (iii) Coronary Angiography  (iv) Stress Test	[14]

- Q.5. Describe anatomy of Respiratory System. Discuss Gaseous exchange process. [14]
- **Q.6.** What is Osteoporosis? Outline basic principles of treatment of fractures. [14]
- Q.7. Write in detail procedure of Hemodialysis or TURP. [14]



### P. G. D. H. M. (Semester - I) Examination, 2012 105: HOSPITAL ADMINISTRATION (2012 Pattern)

**Time: Three Hours** Total Marks: 70 Note: *(i)* Attempt any five questions. (ii) All questions carry **equal** marks. Describe the duties and responsibilities of C.E.O. of a 300 bedded Q. 1. [14] corporate multi speciality hospital in a Metro City. Q. 2. Discuss various steps undertaken in organisation of diagnostic [14] camp with public participation. Q. 3. Discuss the importance of Patient Relations Management in hospitals. [14] Explain the role of Customer Relation Management (CRM) department in the management of dissatisfied patients. Describe how will you effectively control Hospital Acquired Q. 4. [14] Infection? Q. 5. Outline the working of Front Office Department of a 300 bedded [14] multi speciality hospital.

#### **Q.6.** Write short notes on any two:

[14]

- (i) Medical Records Department
- (ii) ALOS
- (iii) Matron's Report
- (iv) Medical Certificates

#### **Q.7.** Write short notes on any two:

[14]

- (i) Incidence and prevalence rates
- (ii) Newborn security
- (iii) OT List
- (iv) Management of disposable waste of hospital



#### P.G.D.H.M. (Semester-I) Examination, 2012

# 101: PRINCIPLES AND PRACTICES OF MANAGMENT AND ORGANISATIONAL BEHAVIOUR

(2009 Pattern)

Time: Three Hours Total Marks: 70

**Note:** (i) Question No. 1 is compulsory.

- (ii) Attempt any four questions.
- (iii) All questions carry **equal** marks. (i.e. 14 marks)
- **Q. 1.** Explain concept of 'management'. Explain contribution made by F.W. Taylor and Henry Fayol in the field of management.
- **Q.2.** Explain all the functions of 'management'.
- Q.3. Define 'motivation'. Explain Herzberg's theory of motivation.
- **Q.4.** Define Organizational Behaviour. Explain its process and explain 'SOBC' model of O.B.
- **Q.5.** Comment on "Do your responsibilities, authority will automatically follow", with suitable examples.
- **Q.6.** Define Group Dynamics. Explain stages of group formation.
- **Q.7.** Write short notes on : (any two)
  - (a) Primary and Secondary motives
  - (b) Managerial- Leadership grid
  - (c) TOM and Kaizen
  - (d) Process of Planning



#### P.G.D.H.M. (Semester - I) Examination, 2012

# 102: MANAGERIAL ACCOUNTING AND FINANCIAL MANAGEMENT

**(2009 Pattern)** 

Time: Three Hours  Total Ma		e Hours Total Marks : 70
Note:	<i>(i)</i>	Question No. 1 is compulsory and attempt any two questions from each Section.
	(ii)	Figures to the right indicates full marks.
	(iii)	Attempt any four questions.
	(iv)	All questions carry <b>equal</b> marks.
		SECTION-I
<b>Q.1.</b> (	A) I	Fill in the blanks with appropriate word given in the bracket. [5]
		(i) A party to whom we are liable to pay against credit
		purchases made from it, is our
		(Debtor, Creditor, Customer)
	(	(ii) The left hand side of a ledger account is called
		side.
		(Front, Back, Credit, Debit)
	(	(iii) Expenses made by the business are always
		·
		(Debited, Credited, Added)
	(	(iv) Plant and Machinery of a business is
		(Liability, Asset, Income, Loss)
	(	(v) Salary paid to Mr Ram in cash will be debited to
		(Ram A/c, Capital A/c, Salary A/c, Cash A/c)

	(B) State whether following statements are true or false:		[5]
		(i) P's capital account is a personal account.	
		(ii) Trial balance is prepared after preparing Trading, Profit	
		and Loss account and Balance sheet.	
		(iii) Cash account never shows credit balance.	
		(iv) Balance sheet is a statement and not an account.	
		(v) Cash discount does not appear in books of accounts.	
Q. 2.	Writ	e short notes on (any three):	[15]
	(i)	Trade Discount and Cash Discount	
	(ii)	Various types of Accounting Books	
	(iii)	Sundry Debtors	
	(iv)	Trial Balance	
	(v)	Bank Cash Credit and Bank Overdraft	
Q. 3.	(A)	Write down the sequence of all the actions involved in	
		preparing Trading, Profit and Loss A/c and Balance Sheet (i.e.	
		Final accounts).	[5]
	(B)	Which are the various types of Ledger Accounts? Explain the	
		rules of accounting them with one example each.	[5]
	(C)	Explain the term Outstanding expenses. Name five such	
		expenses.	[5]
Q. 4.	Fron	n the following Trial Balance of M/s Om Traders, prepare Trading,	
	Prof	it and Loss and Balance Sheet as on 31-03-2012 considering the	
	follo	wing given adjustments:	[15]

Ledger Accounts	Debit ₹	Credit ₹
Plant and Machinery	32000	
Sundry Debtors	22000	
Sundry Creditors		40700
Motor Car A/c	30600	
Discount Received		1800
Discount Allowed	2700	
Furniture Account	14300	
Sales Account		230000
Purchase Account	117000	
Purchase Return		1800
Sales Return	3100	
Wages Account	22400	
Salary Account	10200	
Transport Inward	1400	
Transport Outward	2300	
Loan given to B	20000	
Printing and Stationery	3500	
Advertising Expenses	4800	
Cash in Hand	970	
Cash at Bank	1230	
Bank Overdraft		11500
OM's Capital		100000
Land Account	47300	
Building Account	50000	
	385800	<u>385800</u>

#### Adjustments:

- (i) Closing Stock Valued at ₹ 25,000
- (ii) Wages of ₹ 400/- are outstanding as on 31/03/2012
- (iii) Provide 10% Depreciation on Plant & Machinery
- (iv) Advertising Expenses of ₹ 500/- are prepaid

#### **SECTION-II**

Q.5. (A) What do you mean by 'Working Capital'? Which are the various types of working capital? Mention the various factors that determines the amount of working capital.

[10]

[5]

- (B) Describe the various sources of 'working capital finance'.
- Q.6. A firm sales 3000 units at ₹ 20/- per unit. Its fixed cost amounts to ₹ 16500/- and variable cost is ₹ 10/- per unit. You are required to calculate:

[15]

- (i) Break-Even point (in units as well as in value)
- (ii) Profit Volume (P/V) ratio
- (iii) Margin of Safety
- (iv) Break-Even point if the selling price is increased by 25%
- (v) Break-Even point if the fixed cost is increased by 10%
- Q.7. What do you mean by Budget and Budgetary Control? What are the advantages of budget? Explain functional budget and mention various types of functional budgets.

[15]



# P. G. D. H. M. (Semester-I) Examination, 2012 103: HOSPITAL PLANNING (2009 Pattern)

Time: Three Hours Total Marks: 70

**Note:** (i) Attempt any five questions.

- (ii) All questions carry equal marks. (i.e. 14 marks)
- **Q.1.** Describe statutory requirements for planning of a new hospital project.
- **Q. 2.** Describe design of a 300 bedded hospital in an urban area which is eco-friendly.
- **Q. 3.** Explain the criteria in appointment of a consultant for a new hospital project.
- **Q.4.** How will you do financial planning for a new 100 bedded hospital in an urban area with special reference to fund generation?
- **Q.5.** How will you do water management for a 100 bedded hospital in metro area?
- Q.6. Write short notes on (any two):
  - (a) Zoning in hospital
  - (b) Isolation of patients in a general ward
  - (c) Architect's brief
  - (d) Master Plan of a hospital project
- Q.7. Describe equipment plan for a diagnostic center in semi-urban area.



# P. G. D. H. M. (Semester-I) Examination, 2012 104: MEDICAL TERMINOLOGY AND PROCEDURES (2009 Pattern)

Time: Three Hours Total Marks: 70

**Note:** (i) Answer any three questions from Section–I and two questions from Section–II.

- (ii) Answers to the two sections should be written in **separate** books.
- (iii) Neat diagrams must be drawn wherever necessary.
- (iv) All questions carry equal marks.

#### **SECTION-I**

- Q.1. Describe in brief anatomy of 'Respiratory System.'
- **Q.2.** Describe in brief planning and administration of Blood Donation Camp in an Industrial area.
- **Q. 3.** Write short notes on (any two):
  - (a) Bronchial Asthma
  - (b) Cardiac Arrest
  - (c) Urinary Tract Infection
  - (d) Premenstrual Syndrome
- **Q.4.** Write short notes on (any two):
  - (a) Intravenous Pyelography (IVP)
  - (b) Gastroscopy
  - (c) Lumbar Puncture
  - (d) 2D Echocardiogram

#### **SECTION-II**

- Q.5. Describe the physiology of Urinary (Renal) System.
- Q.6. Write short notes on (any two):
  - (a) Peritonitis
  - (b) Myocardial Infarction
  - (c) Stroke (Cerebrovascular accident)
  - (d) Tubectomy
- Q.7. Write short notes on (any two):
  - (a) TURP (Transurethral Resection of Prostate)
  - (b) Mammography
  - (c) ECG (Electrocardiography)
  - (d) MRI (Magnetic Resonance Imaging)



# P. G. D. H. M. (Semester-I) Examination, 2012 105: HOSPITAL ADMINISTRATION (2009 Pattern)

Time: Three Hours Total Marks: 70

**Note:** (i) Answer any five questions.

- **Q. 1.** Discuss the role, duties and responsibilities of the CEO of a corporate owned 350 bedded, multiple speciality hospital.
- **Q.2.** Discuss the role of the front office of a hospital in Customer Relationship Management.
- Q.3. Write short notes on (any two):
  - (a) Management of the Medical Records Department.
  - (b) Administrative work involved in treating a patient under CGHS scheme at a hospital.
  - (c) Duties of a PRO in a corporate hospital.
  - (d) Importance of fire fighting and security arrangements in a multistorey hospital.
- **Q.4.** Discuss the problems faced by a hospital in effectively running hospital services during and after occurrence of a major natural disaster.

- **Q.5.** Discuss the actions to be taken in processing and establishing a state of the art Hospital Information System at your hospital.
- **Q.6.** Discuss the total management and arrangements to be made for conducting a two day workshop as part of a CME at your hospital.
- **Q.7.** Discuss the role of hospital staff training in Biomedical Waste Disposal.



# P. G. D. H. M. (Semester-II) Examination, 2012

# 202: LAWS RELATED TO HOSPITAL AND MEDICAL SERVICES

**(2005 Pattern)** 

Time: Three Hours Total Marks: 60

**Note:** (i) Attempt any four questions.

- **Q.1.** How will you register the hospital under **any two** acts:
  - (a) Bombay Nursing Home Registration Act
  - (b) Societies Registration Act
  - (c) Contract Labour (Regulation and Abolition) Act 1970
  - (d) Bombay Public Trust Act
- **Q.2.** How will you conduct a Domestic Enquiry?
- **Q.3.** Write short notes on any two acts:
  - (a) Workmen's Compensation Act
  - (b) Foreign Contribution Act
  - (c) Hippocrates Oath
  - (d) Customs Act
- **Q.4.** Write the benefits the employees will get under any two acts:
  - (a) The Payment of Wages Act
  - (b) Trade Unions Act
  - (c) The Minimum Wages Act
  - (d) The Maternity Benefit Act

- **Q.5.** Explain the concept of consumer in Consumer Protection Act. Write a reply to a complaint filed against a doctor and hospital.
- Q.6. Write in short:Cognizable Offence, Non-Cognizable Offence Summons, Warrant Bailable, Non-Bailable Offence Plaint, Written Statement.



# P. G. D. H. M. (Semester - II) Examination, 2012 201: HUMAN RESOURCE MANAGEMENT (2009 Pattern)

Time: Three Hours Total Marks: 70

**Note:** (i) Attempt any five questions.

- **Q.1.** Differentiate between Human Resource Development and Human Resource Management.
- **Q.2.** Define the term Separation. Explain various units of Separation.
- **Q. 3.** What do you mean by the term Industrial Relation? Explain the nature and importance of Industrial Relation in today's environment.
- Q.4. Explain the essentials of Group Dynamics, with relation to hospitals.
- **Q.5.** Define Communication. Explain the barriers to effective communication.
- **Q. 6.** Explain the term Performance Appraisal. Explain 360° method of appraisal.
- Q.7. Write short notes on any two:
  - (a) Social Security
- (b) Dress Code
- (c) Orientation
- (d) Employee Turnover



### P.G.D.H.M. (Semester - II) Examination, 2012

# New 202 (Course VI): LAWS RELATED TO HOSPITAL AND MEDICAL SERVICES

**(2009 Pattern)** 

Time: Three Hours  Total Marks: 70		
Note	: (i) Attempt any five questions.  (ii) Question No. 1 is compulsory.	
Q. 1.	Write short notes on <b>any two</b> :  (a) Contributory Negligence (b) Declaration of Geneva (c) Employee's Provident Fund Act (d) Bombay Nursing Home Registration Act (e) The Bombay Shop Act	[30]
Q. 2.	Explain the procedure for getting a certificate under the Industrial Employment (Standing Orders) Act.	[10]
Q. 3.	Discuss the rights of a Patient.	[10]
Q. 4.	Enlist the criminal courts in India and describe their powers.	[10]
Q. 5.	How does a woman get the benefits under the Maternity Benefit Act for (a) Miscarriage (b) Tubectomy.	[10]
Q. 6.	Give the procedure followed in Civil Courts.	[10]
Q. 7.	Who is a "Consumer" as per the Consumer Protection Act. Give a notice to a doctor and hospital for negligence to a Patient.	[10]

# P.G.D.H.M. (Semester - II) Examination, 2012 203: MATERIALS MANAGEMENT AND **INVENTORY CONTROL (2009 Pattern)**

Total Marks . 70

Time: Three Hours Total Ma		rks:/U	
Note :	: (i) Question No. 1 is compulsory.		
	(ii) Solve any three questions from the remaining.		
Q. 1.	Write short notes (Any Five):	[25]	
	(a) VED Analysis		
	(b) Pilferage		
	(c) Layout design of Hospital Stores		
	(d) Bin Card		
	(e) Expiry of drugs		
	(f) Prescribing Habit of Physicians		
	(g) Negotiation		
Q. 2.	What do you understand by Obsolete, Surplus and Scrap? How do you manage those?	[15]	
Q. 3.	What is the importance of Purchase Order? What are the contents of valid and legal Purchase Order?	[15]	
Q. 4.	Define Materials Management. What is the importance of Materials Management in hospitals? What are the functions of a Materials Manager?	[15]	
Q. 5.	Discuss the Principles of Maintenance and repair of Hospital	[15]	

Equipment.

Q. 6. Explain Materials Receiving, Storage and Issue in a Govt. Hospital. [15]



#### P.G.D.H.M. (Semester - II) Examination, 2012

### 204: HEALTH CARE AND ADMINISTRATION OF CLINICAL AND NON-CLINICAL SERVICES (2009 Pattern)

**Time: Three Hours** Total Marks: 70 Note: (i) Attempt any five questions. All questions carry equal marks. (ii) Q. 1. Role of NACO is important in reducing HIV infection in India. [14] Comment. Q. 2. DOTs and AFT are connected to each other. Explain. [14] Q. 3. Write short notes on any two: [14] (a) Data collection should be sensible for research - comment (b) Oral contraceptives (c) Non conformance (d) Quality control in CSSD Reduction in maternal mortality and family welfare are connected Q. 4. [14] to each other. Explain. Q. 5. What are the recommendations of medical education and support [14] manpower committee (Shrivastava Committee). For private health insurance companies, India is the market. Comment. Q. 6. Q. 7. Write short notes on any two: [14] (a) Nuclear waste management (b) Pulse polio and Level of disease prevention (c) Vitamin A (d) Hypochloride solution

P.T.O.

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#### P.G.D.H.M. (Semester-II) Examination, 2012

# 203 : MATERIALS MANAGEMENT AND INVENTORY CONTROL (COURSE 8)

**(2005 Pattern)** 

Time: Three Hours		Total Marks: 60
Note:	(i) Attempt any four questions.	
	(ii) All questions carry <b>equal</b> marks.	
	(iii) Legible writing must.	
	at is 'Principles of materials management'? Explain sco	ppe, [15]
_	Fine Inventory. Explain maximum level, re-order level, strage with examples.	safety [15]
<b>Q. 3.</b> Exp	plain the following:	
(a)	Replenishment Policy	
(b)	Perpetual Inventory Checking	[15]
<b>Q. 4.</b> Wri	ite a detailed note on 'ABC' Analysis with graph.	[15]
<b>Q. 5.</b> Dra	w a format of 'Purchase Order' with terms and condition	ns. [15]

Page 1

**Q. 6.** What is EOQ? What are the costs associated with EOQ? Explain with graph. [15]

#### Q.7. Write short notes: (any two)

- (a) Format of Bin Card and Ledger
- (b) Duties of a Store Keeper
- (c) Pilferages
- (d) Seasonal buying
- (e) Qualities of Negotiator [15]

**\*\*\*** 

# P. G. D. H. M. (Semester-II) Examination, 2012 204: TOTAL QUALITY MANAGEMENT (2005 Pattern)

Time: Three Hours Total Marks: 60

**Note:** (i) Attempt any four questions.

- **Q.1.** Define 'Quality' and 'Service Quality'. Illustrate with suitable examples, the importance of service quality in Health Care Organisations.
- **Q. 2.** Explain the quality concepts, according to Deming. Explain the 'PDCA' cycle and illustrate the applications of Dr. Deming's Quality Principles with reference to the Health Care Organizations.
- **Q. 3.** Discuss the concept of Quality Circle, the way Quality Circles work and the applicability of Quality Circles in Health Care Organizations.
- **Q.4.** Explain ISO, the various ISO standards and discuss how and why the ISO can help in bringing about Quality Orientation/Transformation in Health Care Organizations.
- **Q. 5.** Explain the major statistical methods used in/for TQM and illustrate with suitable examples, the importance of statistical methods in hospitals for controlling service quality.

- Q.6. Write short notes on (any three)
  - (a) Human Resource and Quality
  - (b) Service Reliability
  - (c) Detection of customer's problems and corrections
  - (d) Philip Crosby's contribution to TQM

