

POSTGRADUATE INSTITUTE OF MEDICINE
UNIVERSITY OF COLOMBO

MD (MEDICAL ADMINISTRATION) PART II EXAMINATION –
AUGUST 2018

Date: 20th August 2018

Time: 1.00 p.m. – 4.00 p.m.

Answer **all four (04)** questions.

Answer each question in a separate book.

PART A – PAPER 1

1. Medical Supplies Division (MSD) has the responsibility of managing medical supplies to all the government institutions in the country. Hence, Pharmacists from many hospitals and Regional Medical Supplies Divisions (RMSDs) visit MSD frequently to collect the necessary items. Customer satisfaction survey revealed that there were unnecessary delays at MSD.

1.1. Draw the process map at MSD in a standard way. (15 marks)

1.2. How could you use this process map in identifying the delays?
(15 marks)

1.3. Discuss the key issues and problems in this process at MSD and your suggestions for improvement as a Medical Administrator.
(20 marks)

2. A Director of a Teaching Hospital has decided to purchase one Haematology Analyser for the Laboratory. Ministry of Health has given an appropriate financial allocation for this procurement. Assuming you are the Director of the hospital, answer the following questions.

2.1. Explain in brief the role of following in relation to this procurement

a) Procurement Entity (04 marks)

b) Procurement Committee (04 marks)

c) Technical Evaluation Committee (04 marks)

Contd.../2-

- 2.2. Discuss the importance of the following.
- a) Bid security (04 marks)
 - b) Performance Security (04 marks)
- 2.3. What steps would you take to ensure 'Overall Equipment Effectiveness' (OEE) after delivery of the equipment to the laboratory? (15 marks)
- 2.4. Service Maintenance is a 'primary activity' of a value chain. Critique this statement. (15 marks)
3. Under the primary health care strengthening project, Ministry of Health is currently in the process of developing Essential Services Package (ESP).
- 3.1. What do you understand by Essential Services Package? (10 marks)
 - 3.2. Describe the purpose of ESP. (10 marks)
 - 3.3. Discuss how ESP will contribute to the Universal Health Coverage. (15 marks)
 - 3.4. Discuss the constraints of implementing ESP in Sri Lanka. (15 marks)
4. "Transactional leadership is an essential managerial behavior, but successful leaders are also transformational".
- 4.1. Critically evaluate this statement by explaining the concepts of transactional and transformational leadership. (20 marks)
 - 4.2. Discuss the application of transactional and transformational leadership with examples. (15 marks)
 - 4.3. Discuss the situational leadership model and compare it with the transactional and transformational model. (15 marks)

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MD (MEDICAL ADMINISTRATION) PART II EXAMINATION –
AUGUST 2018

Date: 21st August 2018

Time: 9.00 a.m. – 12.00 noon

Answer **all ten (10)** questions.
Answer each question in a separate book.

PART A – PAPER 11
(SHORT ANSWER QUESTIONS)

1. A researcher wishes to estimate the prevalence of risk factors for Depression in adults between 25 to 50 years in a community.
 - 1.1. Discuss the study designs that you would use. (10 marks)
 - 1.2. List the information required to calculate the sample size for a prevalence estimate. (04 marks)
 - 1.3. List the ethical issues in this study. (06 marks)

2. Health insurance is a much talked about subject in Sri Lanka today. Describe the following terms in relation to health insurance.
 - 2.1. Moral Hazard (06 marks)
 - 2.2. Cream Skimming (07 marks)
 - 2.3. Adverse Selection (07 marks)

Contd..../2-

3. Write short notes on

- 3.1. National Health Account (NHA) (10 marks)
- 3.2. Gross Domestic Product (GDP) (05 marks)
- 3.3. Human Development Index (HDI) (05 marks)

4. You are a newly appointed Director in a major teaching hospital.
List one management tool/concept to be used in your organizational development for each of the following:

- 4.1. Human resource development (07 marks)
- 4.2. Patient complaint management (07 marks)
- 4.3. Financial management (06 marks)

5.

- 5.1. List three (03) broad groups of malnutrition conditions which manifest during adolescence. (03 marks)
- 5.2. List three (03) underlying causes of malnutrition in adolescence. (03 marks)
- 5.3. As a Provincial Director of Health Services,
 - a) Outline the strategies to be adopted to ensure the health and wellbeing of adolescents. (08 marks)
 - b) Discuss the role of nutrition graduates to address all forms of malnutrition in adolescence. (06 marks)

6. In reviewing the annual reports, the Director/MSD noticed the increasing trend of quality failure of medicines.
 - 6.1. Describe the possible reasons for quality failure of medicines. (10 marks)
 - 6.2. Discuss the possible strategies to minimize quality failure. (10 marks)
7. Explain briefly how the balanced scorecard methodology can be applied as a tool to ensure strategic development of a Teaching Hospital. (20 marks)
8. You have visited a general store of a hospital and you have identified that there is limited space. However, the Purchasing Unit has placed bulk supply orders leading to excessive stock in hand. You have also noticed some items are out of stock.
 - 8.1. Explain briefly the types of inventory costs. (06 marks)
 - 8.2. Explain Economics Order Quality (EOQ) and the assumptions needed to calculate EOQ. (06 marks)
 - 8.3. Describe the importance of ABC Analysis in Inventory Management? (08 marks)
9. 'Mergers and Acquisitions are the most common means of entry into new markets' John Kay.
 - 9.1. Explain the differences between mergers and acquisitions with examples from healthcare. (10 marks)
 - 9.2. Explain the strategic implications for mergers and acquisitions in healthcare. (10 marks)
10. Assuming you are the Director of the National Tuberculosis Control Programme, discuss how you would engage stakeholders when designing an electronic information system for your programme. (20 marks)