

**POSTGRADUATE INSTITUTE OF MEDICINE**  
**UNIVERSITY OF COLOMBO**

**MSc. (MEDICAL ADMINISTRATION)- AUGUST 2022**

Date : 10<sup>th</sup> August 2022

Time: 9.00 a.m. -12.00 noon

**SECTION A**

**Paper I**

Answer **all five** questions.

Answer **each** question in a separate book.

1. Hospital planning and designing is a very tedious process since each ward and unit is different.

1.1 What are the data you would collect before the planning an Orthopedic Ward? (10 marks)

1.2 If you are planning for an Orthopedic ward, list out the stakeholders you would include for the planning team? (5 marks)

1.3 Explain ten (10) steps in hospital planning (15 marks)

2. You have been appointed as the Deputy Director of a District General Hospital. There are two Medical clinics (clinic X and clinic Y) conducted by two Visiting Physicians on two separate days of the week. The hospital committee has complained that one clinic has an increased waiting time compared to the other. Director of the hospital entrusts you with the task to prove/ disprove there is a statistically significant difference in the waiting time between the two clinics. You have decided to randomly sample 100 patients each, from the two clinics and study their waiting time for consultation.

2.1 Name all the measures of central tendency with relevant measures of dispersion that can be used to compare the findings. (10 marks)

2.2 How will you explain your findings on central tendency to the non-medical people in the hospital committee? (10 marks)

2.3. Write the null and the alternative hypothesis you will test. (5 marks)

Contd.....2/-

2.4. Findings of your research is given below. Use a suitable statistical test to prove/disprove there is a statistically significant difference in the waiting time between the two clinics. *CS marks 17*

Waiting time: Time from registering at the clinic to obtaining medicines at the pharmacy.

Number of people studied.: 100 from each clinic

Mean waiting time clinic X = 180 minutes ; SD = 45.5 minutes

Mean waiting time clinic Y = 120 minutes ; SD = 30.3 minutes.

3. Several Medical Officers of Health complain that the use of beedi, cigars and other tobacco products have increased in the workplaces situated in their respective areas during the previous few months. They are of the opinion that awareness programmes alone will not be adequate to address this problem and seek your support in your role as the Regional Director of Health Services to initiate the establishment of Health Promotion settings in the work place.

3.1 Name the key strategies that you would utilize, in the establishment of Health Promotion settings (5 marks)

3.2 List the stakeholders with whom you would liaise to establish Health Promotion settings at the work places in the district (5 marks)

3.3 Briefly describe how each key strategy mentioned in Question 3.1 could be utilized to reduce the use of beedi, cigars and other tobacco products in work places (10 marks)

3.4 Briefly describe the challenges which would be faced by the Medical Officers of Health during the implementation of the above activity and how you would support them in overcoming the challenges (10 marks)

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## 4. Epidemiology

4.1 Distinguish between emerging and re-emerging infectious diseases (5 marks)

4.2 Outline the key factors contributing to the onset of emerging / re-emerging infectious diseases (10 Marks)

4.3 Describe the importance of inter-sectoral collaboration in the event of a pandemic (15 Marks)

## 5.

5.1 What do you mean by the term “study design”? (5 marks)

5.2 What are the main types of study designs? (10 marks)

5.3 Describe two study designs giving examples. (15 marks)

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**SECTION A**

**Paper II**

Answer **all fifteen (15)** questions.

Answer **each** question in a separate book.

1.
  - 1.1 What is meant by Supplier induced Demand? (4 marks)
  - 1.2 How does it affect the healthcare market? (6 marks)
2. As a Medical Superintendent of a Base Hospital, you observe that a majority of the healthcare personnel of the hospital are obese and suffering from Non – Communicable Diseases.
  - 2.1 List the key activities that you would plan in order to address the health concerns of the healthcare personnel of the hospital (10 marks)
3. In Project Management, there are ten (10) knowledge areas. List all ten knowledge areas. (10 marks)
4.
  - 4.1 Define Human Resource Management(HRM). (3 marks)
  - 4.2 Briefly discuss five important functions of HRM. (7 marks)
5. Write short notes on
  - 5.1 Steps in Development of Social Marketing Strategy (4 marks)
  - 5.2 Main Components in the production of Social Marketing Advertisements using television. (4 marks)
  - 5.3 Copywrite and Copyright (2 marks)

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6. Using “Stages of change” describe how you will educate your volunteers to help a patient diagnosed as diabetic in the community. (10 marks)
7. Identify main factors that contributed for rapid increase in the elderly population in Sri Lanka. (10 marks)
8.
  - 8.1 Briefly describe the confidentiality in management of electronic data? (4 marks)
  - 8.2 Explain how you would prevent the loss or theft of important electronic data (e.g. documents, presentations, databases and personal data) in your possession as a medical administrator. (6 marks)
9. As the Director of the Quarantine Health Services how would you ensure protecting and controlling of possible entry of any infectious disease and any event with public health risk to Sri Lanka at Point of entries? (10 marks)
10. Write short notes on:
  - 10.1 Human Development Index (5 marks)
  - 10.2 Sustainable Development Goals (5 marks)
11.
  - 11.1 What are the key determinants of a health policy? (5 marks)
  - 11.2 What are the basic goals of a health policy? (5 marks)
12. Define the “**control**”, “**elimination**” and “**eradication**” of communicable diseases with relevant examples related to Sri Lanka (10 marks)
13. Write short notes on
  - 13.1 Decisions by ‘Intuition’ (5 marks)
  - 13.2 ‘Ideal bureaucracy’ (5 marks)

14. Hospitals need to be ready to respond to disasters.
  - 14.1 Name three stages of disaster management cycle (5 marks)
  - 14.2 Describe briefly the difference between preparedness planning and response planning? (5 marks)
  
15. Discuss the major sources of problems leading to conflicts in a health care organization (10 marks)

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**Date:** 12<sup>th</sup> August 2022

**Time:** 9.00 a.m. - 12.00 noon

**SECTION B**  
**Paper I**

Answer **all five** questions.

Answer **each** question in a separate book.

1. You are appointed as the Medical Superintendent of a Base Hospital. Ministry of Health has informed that the numbers of COVID patients are increasing in the country hence you are asked to coordinate to accommodate the influx of COVID patients.
  - 1.1. What are the challenges you will encounter in this situation? (5 marks)
  - 1.2. What actions you would take to overcome the above challenges?  
(10 marks)
  - 1.3. Discuss in detail, your plan of action to face this situation in the hospital.  
(15 marks)
2. In project management, effective dissemination of information and communication with the project team and stakeholders plays an important role.
  - 2.1. What do you understand by stakeholder planning in project management?  
(5 marks)
  - 2.2. Briefly describe the power/interest grid? (10 marks)
  - 2.3. You are appointed as a Deputy Director of a Hospital. There are several public complaints against this hospital regarding liquid waste management. Hence Ministry of Health identifies a grant from a bilateral partner to establish a proper liquid waste management system. Explain with examples how you would conduct a stakeholder planning using the power/ interest grid?  
(15 marks)

Contd.....2/-

3. As the newly appointed Director of a District General Hospital, you observe overall poor performance in the institution. Describe the steps you will adopt when,
  - 3.1. reviewing and assessing current situation (15 marks)
  - 3.2. implementing new changes. (15 marks)
  
4. There is a shortage of supply of laboratory reagents due to the current economic crisis. As the Director of a District General Hospital , you have noticed that the Consultants and Medical Officers of the hospital are writing investigations as usual.
  - 4.1. What steps you would take to address this issue. (15 marks)
  - 4.2. What suggestions you would propose to rationalize the laboratory testing in your hospital (15 marks)
  
5.
  - 5.1. What do you understand by productivity? (15 marks)
  - 5.2. You are appointed as a Deputy Regional Director of Health Services (DRDHS) in a district. Your Regional Director of Health Services wants to improve productivity in the primary health care institutions. Explain five ways of improving productivity using examples related to Primary care. (15 marks)



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**SECTION B**

**Paper II**

Answer **all fifteen (15)** questions.

Answer **each** question in a separate book.

1.

- 1.1. Describe the key budget oversight and auditing channels operative in Sri Lanka. (5 marks)
- 1.2. Describe the main financiers for health in Sri Lanka indicating their relative contribution. (5 marks)

2. Briefly explain the environmental scanning in a planning process. (10 marks)

3. Medical administrators as managers of healthcare cannot handle all functions by themselves. Delegation is used as a management principle to address this issue.  
What are the principles you would consider when delegating functions? (10 marks)

4.

- 4.1. What is job analysis? (3 marks)
- 4.2. Name two important documents developed from the job analysis. (3 marks)
- 4.3. Briefly discuss content of above two documents (4 marks)

Contd...../2

5.
  - 5.1. List five basic steps of a work study (2 marks)
  - 5.2. Briefly describe
    - 5.2.1. Method study (4 marks)
    - 5.2.2. Work measurement (4 marks)
6. Briefly describe the application of
  - 6.1. Paul Hersey and Ken Blanchard situational leadership theory (5 marks)
  - 6.2. 'SPARKLE' principles in relation to leadership. (5 marks)
7.
  - 7.1. What is social capital (4 marks)
  - 7.2. How would you promote social capital for primary care institutional development (6 marks)
8.
  - 8.1. What are the key responsibilities of a medical administrator in relation to Office Management. (5 marks)
  - 8.2. Explain the procedure to follow when issuing a notice of vacation of post for a job holder. (5 marks)
9.
  - 9.1. List four steps in National Budget preparation in Sri Lanka (4 marks)
  - 9.2. What do you mean by "Fiscal space" (6 marks)

10.

10.1. What is the type of vaccine available to prevent hepatitis B? (2 marks)

10.2. What is the vaccination schedule of hepatitis B vaccine in Sri Lanka?  
(3 marks)

10.3. How is protective efficacy of the vaccine determined. (5 marks)

11. You are appointed as a Medical Superintendent in a Base Hospital. A well-known private company in the local region brings a Corporate Social Responsibility proposal on implementing a Hospital Health Information system that will enable hospital management with minimum staff and maintenance of patient health records. What are the steps you should take you implement this project in your institute. (10 marks)

12. Describe advantages and disadvantages of

12.1. Focus Group Discussions (5 marks)

12.2. Key Informant Interviews. (5 marks)

13. Why COVID -19 Disease was declared a Pandemic disease (10 marks)

14.

14.1. Describe the Logical Framework matrix (10 marks)

15. What are the main methods of Public Procurement? (10 marks)