

POSTGRADUATE INSTITUTE OF MEDICINE
UNIVERSITY OF COLOMBO

MSc (MEDICAL ADMINISTRATION) EXAMINATION – MAY 2023

Date:- 11th May 2023

Time:- 9.00 a.m. – 12.00 noon

SECTION A

PAPER A1

Answer **all five (05)** questions.

Answer each question in a separate book.

1.

- 1.1. Calculate the mean, median, mode and standard deviation of the following data on protein content of local Sorghum varieties. (10 marks)

9,8,8,9,8,8,10

- 1.2. Test whether the incidence of bradycardia has any predilection for the site of infarction. (20 marks)

Site of infarction	No of patients with bradycardia	No of patients without bradycardia	Total
Anterior	31	35	66
Posterior	6	28	34
Total	37	63	100

2.

- 2.1. List the important categories of stakeholders in health policy development. (05 marks)

- 2.2. Discuss the significance of stakeholder engagement in the policy development process. (25 marks)

3.

- 3.1. List and briefly describe the ethical principles that should be considered when conducting a research. (15 marks)

- 3.2. What are the main differences between case control and cohort studies? (15 marks)

4.

- 4.1. Describe five (05) phases in the roadmap for quality improvement. (10 marks)
- 4.2. What are the barriers for quality improvement you might encounter at the top and middle management levels? (20 marks)

5.

5.1. Briefly describe

- 5.1.1. Maslow's theory of motivation. (05 marks)
- 5.1.2. Herzberg's motivational and hygiene factors. (05 marks)
- 5.1.3. McClelland motivation Theory. (05 marks)

5.2. Discuss how one (01) of above theories would help a medical administrator to motivate employees in a hospital. (15 marks)

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Time:- 1.30 pm. – 3.30 p.m.

SECTION A

PAPER A2

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

Answer each question in a separate book.

1.
 - 1.1. What are the uses of coefficient of variation? (05 marks)
 - 1.2. How is the coefficient of variation calculated? (05 marks)
2. Distinguish between “quarantine “and “isolation” (10 marks)
3. What do you mean by the term “Fiscal space”? (10 marks)
4. Briefly describe Supplier Induce Demand (SID) with reference to Medical Care. (10 marks)
5. What is the difference between pre testing and piloting? (10 marks)
6. Briefly describe the Pareto principle and its usefulness to Medical Administrators in order to perform their jobs effectively. (10 marks)
7. Distinguish between active failure and latent failure. (10 marks)
8. Outline five (05) characteristics of an effective team. (10 marks)

Contd..../2-

9. Distinguish between Programmed and Non-programmed decisions. (10 marks)
10. Briefly describe Situational leadership theory of Hersey and Blanchard. (10 marks)
11. Describe the main stages of the budget cycle, with reference to the Ministry of Health in Sri Lanka. (10 marks)
12. List the different types of hazards identified in the International Health Regulation 2005 (IHR 2005) which may cause Public Health Emergencies of International Concern (PHEIC). (10 marks)
13. Describe the role of National Medicinal Drug Regulatory Authority (NMRA) in providing safe, efficient and quality medicines for health care. (10 marks)
- 14.
- 14.1. What are the social determinants of health? (03 marks)
- 14.2. Give five (05) examples of determinants of health affecting early ages of life. (07 marks)
- 15.
- 15.1. What do you understand by the term "delegation"? (03 marks)
- 15.2. Briefly describe the reasons for reluctance to delegate. (07 marks)

POSTGRADUATE INSTITUTE OF MEDICINE
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MSc (MEDICAL ADMINISTRATION) EXAMINATION – MAY 2023

Date:- 12th May 2023

Time:- 9.00 a.m. – 12.00 noon

SECTION B

PAPER B1

Answer **all five (05)** questions.

Answer each question in a separate book.

1. As the Medical Superintendent of a Base Hospital, you notice that your medical and surgical stores are running out of stock with regard to the following three items (X,Y,Z). Issues have been identified with the possible reasons as given below:

Item	Issue	Reasons given by Regional Medical Supplies Division (RMSD)/Medical Supplies Division (MSD)	Reasons given by Chief Pharmacist (CPs) of the hospital
Surgical consumable X	Out of stock for the past three months	Available in MSD but hospital has used the allocated amount	Hospital has ordered more quantity but due to exceeding the allocation RMSD has reduced the quota
Pharmaceutical consumable Y	Only three days supply available	MSD does not have the item. Hospital has sufficient quota remaining. Pending orders expected at MSD next month.	Adequately ordered and quota remaining.
Pharmaceutical consumable Z	Out of stock for the last three months	RMSD does not have the item, MSD has a very small quantity and priority given for Teaching Hospitals	Adequately ordered and quota remaining.

1.1. Describe the immediate measures that you will take to resolve the issue. (15 marks)

1.2. Explain the steps that you will take to avoid such a situation in the future. (15 marks)

2. Mrs. Perera is a diagnosed patient of Carcinoma Breast and she is coming to the clinic of a District General Hospital regularly in a wheelchair. She complains, "I see a different doctor every time. They don't know me and spend most of the time reading the clinic notes. The junior doctors are non-committal and just evade me if I ask a question. Senior doctors do not talk much. I feel that they are non-empathetic and have written me off." She does not trust the health staff and has lost her confidence in the hospital system.

2.1. Assuming you are the director of the hospital, how you would analyse the behaviour of healthcare professionals in this scenario. (15 marks)

2.2. What steps you would take to improve the situation? (15 marks)

3. Robert L Katz postulated three managerial skills needed for every level of management.

Critically discuss the application of the above managerial skills for management of a District General Hospital giving suitable examples. (30 marks)

4. You are the Regional Director of Health Services (RDHS) and you have been informed by the Director General of Health Services (DGHS) that he will be visiting a few Primary Medical Care Institutions (PMCI) in your district to monitor the primary health care systems strengthening project (PSSP).

Briefly describe how you would use the situational leadership theory to advise the heads of the PMCI to plan for this visit with a view to illustrate the performance of the PMCI? (30 marks)

5.

5.1. What is job analysis? (05 marks)

5.2. Distinguish between functional job analysis and position job analysis. (10 marks)

5.3. Discuss in detail the key results of job analysis. (15 marks)

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SECTION B

PAPER B2

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

Answer each question in a separate book.

1. You are the Regional Director of Health services in District A. You have noticed that after 10 years of implementation of non communicable diseases screening, still the screening coverage of Healthy Lifestyle Centers is less than 10% in the whole district.

List the possible reasons for low screening coverage in your district. (10 marks)

2. You are the Medical Superintendent of a Base Hospital and your Medical officer of Quality Management Unit identified lack of responsiveness in Out Patient Department (OPD).

2.1. Describe five (05) elements of responsiveness. (05 marks)

2.2. Briefly describe how you would improve the five (05) elements of Responsiveness. (05 marks)

3. When a situation analysis was carried out at a type A Base Hospital to improve quality, it was identified that poor internal communication was the roadblock to quality improvement.

Briefly explain what steps you would take as the Medical Superintendent of the hospital to overcome this situation. (10 marks)

4. When you are newly appointed as the Medical Superintendent of a hospital and you find that there are several task-related conflicts among different categories of staff.

Briefly discuss the styles of conflict management which you would utilize to address this situation. (10 marks)

5. As the Regional Director of Health Services, you intend to explain different types of organizational cultures during a monthly conference of heads of institutions in the district.

Briefly explain types of cultures using examples from healthcare settings.

(10 marks)

6. It was found that health employees individual behaviour has affected productivity of a Base Hospital. As the Medical Superintendent you have decided to use TUCKMANN theory of group formation.

6.1. List the stages of group formation. (05 marks)

6.2. Describe how you would use this theory to make a productive group. (05 marks)

7. An increase in Leptospirosis is reported in a Medical Officer of Health area in a district.

Describe actions the Public Health Inspector is supposed to take during the field investigation of Leptospirosis. (10 marks)

8. You are the director of a Type A Base Hospital. Regional Director of Health Services (RDHS) has advised you to prevent the downtime losses in your medical equipment of the radiology department.

8.1. Briefly explain the possible causes. (05 marks)

8.2. What actions would you take to prevent downtime losses in radiological equipment. (05 marks)

9. You are the Medical Superintendent of a Base Hospital in which janitorial services have been outsourced.

Briefly explain advantages and disadvantages of outsourcing such services in this hospital. (10 marks)

10. As a Medical Superintendent of a Base Hospital you have encountered several issues for which you have to make rational decisions in a participatory manner.

10.1. Briefly describe the steps in decision making process. (06 marks)

10.2. Briefly discuss terms "Devils advocacy" and "Dialectical inquiry" in relation to decision making. (04 marks)

11. You are the Regional Director of Health Services in district X and Family Health Bureau informs you that preventive activities need to be strengthened to address acute malnutrition.

How would you promote social capital for prevention of acute malnutrition.

(10 marks)

12. As the Regional Director of Health Services you have been invited to deliver a lecture on health and development at a workshop for the heads of institutions.

Give an outline of your presentation covering following areas:

12.1. Sustainable development goals. (05 marks)

12.2. Human Development Index. (05 marks)

13. As the Regional Director of Health Services, you got to know that in many of the MOH areas children's wellbeing is neglected due to mothers watching television.

Use "Stages of Change" and describe how you would advise the Health Education Officers to educate the health volunteers to address this issue.

(10 marks)

14. You are the Medical Superintendent of a Base Hospital, and Regional Director of Health Services has advised you to propose an appraisal mechanism based on management by objectives (MBO) as a pilot project in a selected institution.

14.1. Briefly explain the steps of this appraisal mechanism. (05 marks)

14.2. What are the benefits of implementing a performance appraisal system. (05 marks)

15. As a newly appointed Director of a District General Hospital you intend to conduct an environmental analysis for the preparation of a strategic action plan for this hospital.

15.1. Outline the components used to analyse the environment in this organization. (05 marks)

15.2. Describe the elements of an internal environment in this organization. (05 marks)