

POSTGRADUATE INSTITUTE OF MEDICINE
UNIVERSITY OF COLOMBO

MSc (MEDICAL ADMINISTRATION) EXAMINATION – APRIL 2026

Date:- 23rd April 2026

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. You are the Regional Director of Health Services in district X. A consistently low tuberculosis (TB) case detection rate was observed in the district during past 10 years. The case detection rate was calculated by dividing the number of TB patients reported in a particular district from the estimated district target.

The district target for each district is decided based on the World Health Organization (WHO) estimates to the country, which is around 14,000 patients for district X.

- 1.1. Describe the aspects you would consider in evaluating this situation.
(10 marks)
- 1.2. Describe three (03) interventions that you could implement to improve TB passive case finding in the health care institutions under your purview.
(10 marks)
- 1.3. Describe three (03) interventions that you could implement to improve TB active case finding in district X.
(05 marks)
- 1.4. List five (05) stakeholders you would consider working with, to improve TB case detection in district X.
(05 marks)

Contd.../2-

2. You have been appointed as the Director of a District General Hospital. When you work with your staff, you feel that they are burned out and demotivated. In addition, there is a poor organizational culture.

- 2.1. Briefly describe two (02) motivational theories. (10 marks)
- 2.2. As the new director, explain how you would use one (01) of the above motivational theories to motivate your staff to deliver outstanding service to the public, encourage innovation, and establish a good organizational culture. (20 marks)

3. The prevalence of hypertension in Sri Lanka is estimated to be 33% of those above 20 years of age. It is assumed that only 30% of those with hypertension know that they are hypertensive. Opportunistic screening at OPD is considered as a good method to increase detection of new patients with hypertension.

As the Medical Superintendent of a Base Hospital you want to start opportunistic screening at the OPD, so all patients attending OPD get their blood pressure checked using digital blood pressure meters at the registration.

Before implementing screening at the OPD level, you intend to conduct a research to assess the feasibility of detecting hypertensive patients using this method. The daily OPD attendance is 250 patients.

- 3.1. What is the general objective of the research? (05 marks)
- 3.2. What is the study population, inclusion and exclusion criteria? (05 marks)
- 3.3. What is the sampling method you would use? Justify your answer. (05 marks)
- 3.4. You are planning to use health care assistants to measure blood pressure using externally validated digital blood pressure meters.
How would you validate the blood pressure measurements taken by Health Care Assistants? (15 marks)

Contd..../3-

- 4.1. Describe the steps in the health planning cycle with suitable examples. (05 marks)
 - 4.2. Outline the different types of plans giving examples from the health sector. (15 marks)
 - 4.3. Explain how evidence-based planning improves health system performance. (10 marks)
- 5.
- 5.1. What is delegation? (05 marks)
 - 5.2. You are the newly appointed Director in a District General Hospital and willing to effectively delegate duties to your immediate subordinates, incorporating the fundamentals of delegation.
Explain how you would delegate your duties. (18 marks)
 - 5.3. How would you effectively monitor and evaluate the success of your delegation of duties? (07 marks)

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Time:- 1.30 p.m. – 3.30 p.m.

SECTION A

PAPER A2

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

Answer each question in a separate book.

1. The National Policy on Health and Wellbeing (2026–2035) was drafted for the Ministry of Health and it is now being opened for public comments.
 - 1.1. Briefly explain the importance of a national health policy for improving the health status of the population. (05 marks)
 - 1.2. Outline the key steps involved in the development of a national health policy. (05 marks)
2. A study was carried out in a Base Hospital to assess the effectiveness of a newly introduced electronic appointment system in reducing missed clinic visits.

The pre-intervention clinic attendance results were as follows:

Patients attended on scheduled date	420
Patients missed appointments	140

The post-intervention clinic attendance results were as follows:

Patients attended on scheduled date	510
Patients missed appointments	70

- 2.1. Show this data in a suitable table. (02 marks)
- 2.2. Test the null hypothesis using an appropriate statistical test and interpret the findings. (08 marks)
3. Discuss conflict resolution process indicating the main steps. (10 marks)

Contd.../2-

4. Sri Lanka has eliminated Rubella and Congenital Rubella Syndrome (CRS).
- 4.1. What do you understand by this statement? (05 marks)
- 4.2. As the Regional Director of Health Services, what surveillance measures would you follow for Rubella and CRS? (05 marks)
- 5.
- 5.1. What is a preliminary inquiry? (05 marks)
- 5.2. What is a formal inquiry? (05 marks)
6. The birth rate of Sri Lanka declined from 12.5 per 1000 population in 2022 to 10.9 per 1000 population in 2025.
- 6.1. What is the percentage change in birth rate? (04 marks)
- 6.2. What are the health system implications of this change? (06 marks)
7. Briefly explain the key steps in the national budgetary process in Sri Lanka (10 marks)
- 8.
- 8.1. What are the differences between “Key Informant Interviews” and “Focus Group Discussions”? (05 marks)
- 8.2. Briefly describe how a Key Informant Interview is conducted. (05 marks)
- 9.
- 9.1. What is “Job Description”? (05 marks)
- 9.2. What is “Job Specification”? (05 marks)

- 10.
- 10.1. What is meant by digital health? (04 marks)
- 10.2. Briefly discuss the use of tele-medicine for improving primary care. (06 marks)
11. Briefly explain why emotional intelligence is important for medical administrators to become successful leaders. (10 marks)
12. Organizational design is a process that involves decisions about key elements of the organization. List these elements. (10 marks)
13. List the steps in decision-making process. (10 marks)
14. Briefly describe priority setting in health planning. (10 marks)
15. List five (05) barriers for effective communication as a medical administrator. (10 marks)

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Date:- 24th April 2026

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. It has been observed that the number of inward patients admitted to government secondary and tertiary care hospitals are rapidly increasing, resulting in overcrowding of the hospitals.
 - 1.1. What factors would have contributed to this situation? (15 marks)
 - 1.2. Outline your recommendations to address the above issue of over crowding at secondary and tertiary care hospitals. (15 marks)

2. As the Medical Superintendent of a Base Hospital, you observed that there is an increase in patient falls among elderly at night and sustain minor injuries.
As the head of the institution;
 - 2.1. Explain your immediate response in this situation. (10 marks)
 - 2.2. List five (05) factors that would have contributed to the falls? (05 marks)
 - 2.3. Describe what preventive measures you will implement to address two (02) of the factors mentioned in 2.2. (15 marks)

3.
 - 3.1. Critically discuss the present Non-Communicable Diseases (NCD) screening services available in Sri Lanka. (15 marks)
 - 3.2. What are the strategies that can be adopted to improve the screening coverage and follow-up of NCDs at district level. (15 marks)

Contd.../2-

4.
 - 4.1. Outline the “Bases of Power”. (05 marks)
 - 4.2. Distinguish between “Transactional Leadership” and “Transformational Leadership”? (10 marks)
 - 4.3. “Transactional leadership is more applicable in managing crises”. Critique this statement. (15 marks)

5. You are the Regional Director of Health Services. A severe flood with a chemical contamination has occurred in your district.
 - 5.1. Identify three (03) key government agencies you would coordinate, and briefly describe their roles. (06 marks)
 - 5.2. Describe the key components of your Initial Action Plan (IAP) for the first 24 hours. (14 marks)
 - 5.3. A large number of people have been displaced. What ethical issues could arise during evacuation and triage in this scenario? (10 marks)

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SECTION B

PAPER B2

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

Answer each question in a separate book.

1. Briefly explain the use of ‘Urgent-Important Matrix’ as a top manager in a healthcare organization. Give examples. (10 marks)

2.
 - 2.1. What are the common risks during patient transport? (05 marks)
 - 2.2. How do you ensure effective infection control in ambulance services? (05 marks)

3. Briefly explain “Hawthorne Studies” and its importance. (10 marks)

4.
 - 4.1. What is “Management By Objectives” (MBO)? (04 marks)
 - 4.2. What are the advantages and disadvantages of MBO? (06 marks)

5.
 - 5.1. Define “Bed Occupancy Rate” (04 marks)
 - 5.2. Briefly explain the significance of Bed Occupancy Rate in assessing hospital efficiency. (06 marks)

Contd...../2-

6. List five (5) Health Financing challenges faced by the Government of Sri Lanka. (10 marks)
- 7.
- 7.1. What is “buffer stock” and “reorder level”? (06 marks)
- 7.2. Briefly describe the importance of each of the above, in inventory management in pharmaceuticals. (04 marks)
- 8.
- 8.1. Define supervision in the context of hospital management. (04 marks)
- 8.2. Outline how effective supervision can improve clinical performance of an intern house officer. (06 marks)
- 9.
- 9.1. Outline the key functions of management. (04 marks)
- 9.2. Briefly describe the "controlling function" and its importance in management. (06 marks)
- 10.
- 10.1. Define decentralization in public administration. (04 marks)
- 10.2. Discuss the different forms of decentralization applicable to the health sector. (06 marks)
11. As a Regional Director of Health Services (RDHS) what measures you would take to improve the rabies control activities in your area. (10 marks)

Contd...../3-

12. Tuberculosis (TB) Case Fatality Rate has increased from 6% in 2010 to 9% in 2025, indicating high TB related mortality in the country.

12.1. What is Case Fatality Rate? (04 marks)

12.2. Briefly explain the possible demographic and epidemiological situation in the country that has led to high TB mortality. (06 marks)

13.

13.1. What do you mean by point-of-care laboratory testing (POCT) in a Primary Medical Care Unit (PMCU)? (04 marks)

13.2. Briefly explain two (02) advantages and two (02) disadvantages of POCT in clinical practice. (06 marks)

14.

14.1. Distinguish between community participation and community empowerment. (03 marks)

14.2. Briefly discuss the levels of community participation in primary health care. (07 marks)

15.

15.1. What are the main objectives of Central Sterile Service Department (CSSD)? (04 marks)

15.2. List the key functions of CSSD. (06 marks)