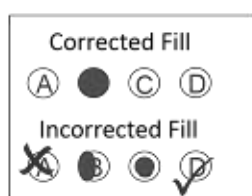


School: SOASTL	Level: Master	
Program: MHMM	Year/Part: I/II	Superintendent's Sign:
Subject: Strategic and Project Management (MHMM 201)		Code No.

GROUP A (Multiple-Choice Questions) Page - 1	[10x1=10]	Maximum Time: 10 Minutes
i. Answers should be given by filling the Multiple-Choice Questions' Answer Sheet. ii. The main answer sheet can be used for rough work. iii. No mark will be awarded for cutting, erasing, over writing and multiple circles shading. iv. The answer sheet for MCQs numbered 1 to 10 is included at the bottom of this page.		Code No.

- Which one of the following is at the core of strategic management?
 - Choosing which organizational objectives to focus on
 - Being alert for opportunities to change work responsibilities
 - Adapting the organization to a changing external environment**
 - Choosing whether to make decisions autocratically or on the basis of participation
- One key dimension of strategy includes:
 - Budget size
 - Time and scope of impact**
 - Employee age
 - Hospital floor size
- According to Mintzberg, strategy is:
 - Fixed and unchanging
 - Developed only by top management
 - A pattern in a stream of decisions**
 - Always deliberate and written
- Marketing strategy is atype of strategy
 - Business strategy
 - Growth strategy
 - Corporate strategy
 - Functional strategy**
- From the following activity which does not comes under the primary activities of value chain analysis?
 - Operations
 - Technology development**
 - Marketing and sales
 - Services
- Bargaining power of costumer is high if
 - Differentiation of competitors product is low**
 - Switching costs are low for substitute products
 - The buyer has little information about market
 - The buyer requires high a high-quality product for own production
- Which of the following is not a part the Macro Environment?
 - Laws & Policies
 - Demographics
 - Suppliers**
 - Social Values
- Which of the following is an example of a social factor impacting healthcare?
 - Federal regulations
 - Technological breakthroughs
 - Changes in consumer preferences**
 - Competition from other hospitals
- In the McKinsey 7-S Framework, which element serves as the central "core" influencing and aligning all other elements?
 - Systems
 - Structure
 - Shared Values**
 - Skills
- In the context of hospitals, which leadership style is most likely to create a strong culture of innovation and adaptability during a digital transformation?
 - Transactional
 - Transformational**
 - Autocratic
 - Laissez-faire

Multiple Choice Questions' Answer Sheet for questions from number 1 to 10



1. (A) (B) (C) (D)	6. (A) (B) (C) (D)
2. (A) (B) (C) (D)	7. (A) (B) (C) (D)
3. (A) (B) (C) (D)	8. (A) (B) (C) (D)
4. (A) (B) (C) (D)	9. (A) (B) (C) (D)
5. (A) (B) (C) (D)	10. (A) (B) (C) (D)

Please Turn Over for
MCQ questions from
number 11 to 20



11. What is the focus of strategy implementation?

- A. Creating new strategies
- B. Performing environmental analysis
- C. Setting vision and mission
- D. Allocating resources and executing plans**

12. Which quadrant of the SPACE Matrix suggests aggressive strategies?

- A. Upper right**
- B. Lower left
- C. Upper left
- D. Lower right

13. Which of the following correctly represents the logical hierarchy of strategy formulation?

- A. Vision → Values → Mission → Goals → Mandate
- B. Mandate → Vision → Mission → Objectives → Strategies
- C. Vision → Mission → Values → Mandate → Strategy
- D. Vision → Mission → Values → Objectives → Strategies**

14. In which project life cycle phase is the Work Breakdown Structure (WBS) created?

- A. Initiation
- B. Planning**
- C. Execution
- D. Monitoring

15. Which document sets out the scope, goals, stakeholders, and constraints of a project?

- A. Project Charter**
- B. Project Vision Document
- C. Risk Register
- D. Project Completion Report

16. What is the first step in project risk management?

- A. Creating a risk matrix
- B. Risk identification**
- C. Risk monitoring
- D. Risk communication

Code No.

17. Which of the following tools is most useful in defining the project schedule?

- A. Gantt Chart**
- B. Project Charter
- C. Balanced Scorecard
- D. Stakeholder Register

18. Which of the following is NOT typically part of a project planning process?

- A. Project Charter Creation**
- B. Risk Identification
- C. Work Breakdown Structure
- D. Schedule Development

19. The main difference between monitoring and evaluation is:

- A. Monitoring is periodic; evaluation is continuous
- B. Evaluation is more detailed and judgmental**
- C. Monitoring focuses on impact; evaluation focuses on inputs
- D. Monitoring ends at closure

20. The most suitable approach for healthcare projects that need flexible adaptation is:

- A. Waterfall
- B. Conventional
- C. Agile**
- D. CPM

Multiple Choice Questions' Answer Sheet for questions from number 1 to 10

Corrected Fill
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Incorrect Fill
☒ A ☐ B ☒ C ☒ D

1. ☐ A ☐ B ☐ C ☐ D	6. ☐ A ☐ B ☐ C ☐ D
2. ☐ A ☐ B ☐ C ☐ D	7. ☐ A ☐ B ☐ C ☐ D
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Please Turn Over for
MCQ questions from
number 11 to 20



Manmohan Technical University
Office of the Controller of Examinations
Exam Year: 2081, Chaitra (Model Question)

School: SOASTL	Level: Master	Time: 2 Hours
Program: MHHM	Year/Part: I/II	Full Marks: 60
Subject: Strategic and Project Management (MHHM 201)		Pass Marks: 30

- ✓ Candidates are required to give their answers in their own words as far as practicable.
- ✓ The figures in the margin indicate Full Marks.
- ✓ Assume suitable data if necessary.

GROUP A (Multiple-Choice Questions are provided on separate sheet)

[20x1=20]

GROUP B - Problem based Question (Attempt any ONE)

[1x15=15]

1. A mid-sized private hospital, "XYZ," has been experiencing declining patient admissions and financial losses for the past three years. The hospital management realizes the need for a comprehensive strategic overhaul. You have been brought in as a strategic consultant and you have to help XYZ hospital to develop and implement a new strategic plan for 5 years. Based on given scenario:
 - a. How you would guide them in setting a new vision, mission, goal objective? (6)
 - b. What methods environmental analysis (internal and external) will you use? (3)
 - c. What appropriate strategies (considering corporate and business levels) would you suggest? (6)
2. "Community Health Network" (CHN) invested heavily in a new telemedicine platform two years ago with the strategic objective of increasing patient access and reducing wait times. The board now wants to evaluate the effectiveness of this initiative. As a strategic manager at CHN
 - a. Explain how you would evaluate the success of the telemedicine platform. (5)
 - b. Describe the process of strategic evaluation? (5)
 - c. Discuss relevant techniques for strategic evaluation that you would employ in this scenario and potential barriers you might encounter. (5)

GROUP C-Long Questions (Attempt any FOUR)

[4x10=40]

3. Define Environmental analysis in the context of strategic management. List out the importance of environmental analysis. Explain process of environmental analysis.
4. Compare and contrast PESTEL and SWOT analysis as tools for external and internal environmental analysis in healthcare organizations. When would you use each?
5. Differentiate between Corporate Level, Business Level, and Functional Operational Level strategies, providing specific examples relevant to healthcare organizations for each level.
6. Discuss the role of leadership and behavioral issues in strategy implementation. How does corporate culture and the strategic use of power influence the success of strategic initiatives?
7. Compare and contrast Agile and Waterfall project management methodologies. In what scenarios would each approach be more suitable for a healthcare project?

GROUP D – Short Answer Questions (Attempt any FIVE)

[5×5=25]

8. Briefly describe the concept of Value Chain Analysis in internal environmental analysis.
9. Define Vision, Mission, Mandate, Values, Goals, and Strategic Objectives in the context of healthcare organizations.
10. What are the steps and process of strategy implementation?
11. What is a project charter? Why is it important in project management?
12. What are the key aspects of project budgeting and leadership?
13. Explain the concept of Project Monitoring and control.

The End

School: SOASTL	Level: Master	
Program: MHMM	Year/Part: I/II	Superintendent's Sign:
Subject: Foundations of Epidemiology and Public Health (MHMM 202)	Code No.	

GROUP A (Multiple-Choice Questions) Page - 1	[10x1=10]	Maximum Time: 10 Minutes
i. Answers should be given by filling the Multiple-Choice Questions' Answer Sheet. ii. The main answer sheet can be used for rough work. iii. No mark will be awarded for cutting, erasing, over writing and multiple circles shading. iv. The answer sheet for MCQs numbered 1 to 10 is included at the bottom of this page.		Code No.

- Which of the following is NOT a type of epidemiological study?
 - Descriptive
 - Analytical
 - Diagnostic**
 - Experimental
- The term "Hill's criteria" is used to determine:
 - Disease surveillance levels
 - Strength of association and causation**
 - Health indicators
 - Vaccine efficacy
- Which measure is used to assess the probability of a disease given a positive test result?
 - Sensitivity
 - Specificity
 - Positive Predictive Value**
 - Likelihood Ratio
- Which of the following is a component of field epidemiology?
 - Hill's Criteria
 - Cohort Study
 - Outbreak Investigation**
 - Social Justice
- The term 'NPV' stands for:
 - New Predictive Value
 - Negative Predictive Value**
 - Nominal Predictive Value
 - Neutral Predictive Value

- Randomized Controlled Trial is part of which type of study?
 - Observational
 - Cohort
 - Experimental**
 - Case-control
- Which one is a communicable disease?
 - Diabetes
 - Hypertension
 - Dengue**
 - Asthma
- FCHV stands for:
 - Family and Child Health Volunteer
 - Female Community Health Volunteer**
 - Federal Community Health Volunteer
 - Family-Centered Health Volunteer
- Which of the following is NOT a public health surveillance method?
 - Sentinel
 - Routine
 - Hospital-based
 - Longitudinal**
- In ROC Curve Analysis, a perfect test will have AUC (Area Under Curve) of:
 - 0
 - 0.5
 - 1**
 - 0.25

Multiple Choice Questions' Answer Sheet for questions from number 1 to 10

Corrected Fill

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Incorrected Fill

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1. (A) (B) (C) (D)	6. (A) (B) (C) (D)
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3. (A) (B) (C) (D)	8. (A) (B) (C) (D)
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Please Turn Over for
MCQ questions from
number 11 to 20



11. Which disease is included under non-communicable diseases?
 - a) Rabies
 - b) Tuberculosis
 - c) Cardiovascular disease**
 - d) Diarrhea
12. Which model is associated with identifying causes of disease?
 - a) Hill's Model
 - b) Rothman's Component Cause Model**
 - c) Lalonde Model
 - d) WHO Model
13. Primary Health Care Outreach falls under which public health program?
 - a) Child Health
 - b) Communicable Disease
 - c) Family Health**
 - d) Injury Prevention
14. The concept of equity in health aims at:
 - a) Providing same service to all
 - b) Maximizing profit
 - c) Distributing resources as per needs**
 - d) Reducing health budgets
15. Epidemiological transition refers to:
 - a) Change in diet pattern
 - b) Shift from communicable to non-communicable diseases**
 - c) Urban to rural migration
 - d) Medical advancement

16. Cluster randomized trial means:
 - a) Individuals are randomized
 - b) Groups are randomized**
 - c) Hospitals are excluded
 - d) No randomization

Code No.

17. Which is a measure of dispersion in epidemiological studies?
 - a) Risk
 - b) Odds
 - c) Standard Deviation**
 - d) Bias
18. Rapid Situation Analysis is mainly used during:
 - a) Surveillance
 - b) Laboratory testing
 - c) Epidemic situations**
 - d) Data publishing
19. An example of analytical observational study is:
 - a) Cohort study**
 - b) Case report
 - c) Routine surveillance
 - d) Literature review
20. Public Health emphasizes:
 - a) Individual cure
 - b) Population health**
 - c) Drug discovery
 - d) Laboratory findings

Multiple Choice Questions' Answer Sheet for questions from number 1 to 10

Corrected Fill
☐ A ☒ B ☐ C ☐ D
Incorrect Fill
☒ A ☐ B ☒ C ☒ D

1. ☐ A ☐ B ☐ C ☐ D	6. ☐ A ☐ B ☐ C ☐ D
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Please Turn Over for MCQ questions from number 11 to 20



Manmohan Technical University
Office of the Controller of Examinations
Exam Year: 2081, Chaitra (Model Question)

School: SOASTL	Level: Master	Time: 2 Hours
Program: MHM	Year/Part: I/II	Full Marks: 60
Subject: Foundations of Epidemiology and Public Health (MHM 202)		Pass Marks: 30

- ✓ Candidates are required to give their answers in their own words as far as practicable.
- ✓ The figures in the margin indicate Full Marks.
- ✓ Assume suitable data if necessary.

GROUP A (Multiple-Choice Questions are provided on separate sheet)

[20×1=20]

GROUP B - **Problem based Question (Attempt any one)**

[1×15=15]

1. Discuss the different types of epidemiological study designs with examples. Highlight their advantages and limitations.
2. Elaborate on the major public health programs in Nepal under child health, family health, communicable and non-communicable disease control.

GROUP C-**Long Questions (Attempt any four)**

[4×10=40]

3. Describe the role of public health surveillance and explain different types of surveillance systems.
4. Explain the concept, characteristics, and applications of clinical, field, and social epidemiology.
5. What are Hill's criteria for causation? Explain how they are applied in determining disease causation.
6. Explain the concept of confounding and effect modification in epidemiological studies. How are they controlled?
7. Describe the functions and components of the public health system and approaches in Nepal.

GROUP D – **Short Answer Questions (Attempt any FIVE)**

[5×5=25]

8. Differentiate between incidence and prevalence with suitable examples.
9. Define risk ratio and odds ratio, and illustrate each with a simple example.
10. List any six important uses of epidemiology in public health.
11. What is the importance of Female Community Health Volunteers (FCHVs) in Nepal's public health? Explain briefly.
12. Mention and briefly explain any four ethical issues involved in epidemiological research.
13. Define validity and reliability in clinical epidemiology and give one example for each.

The End

School: SOASTL	Level: Master	
Program: MHHM	Year/Part: I/II	Superintendent's Sign:
Subject: Health Economics (MHHM 203)		Code No.

GROUP A (Multiple-Choice Questions) Page - 1	[10x1=10]	Maximum Time: 10 Minutes
i. Answers should be given by filling the Multiple-Choice Questions' Answer Sheet. ii. The main answer sheet can be used for rough work. iii. No mark will be awarded for cutting, erasing, over writing and multiple circles shading. iv. The answer sheet for MCQs numbered 1 to 10 is included at the bottom of this page.		Code No.

- Economics of health differs from economics of healthcare because it focuses on:
A) Provider behavior
B) Health outcomes
C) Insurance markets
D) Hospital administration
- Arrow's perspective emphasizes that healthcare markets fail due to:
A) Moral hazard and uncertainty
B) Perfect information
C) Low transaction costs
D) Standard pricing
- Cardinal utility measures utility as:
A) Order ranking
B) Indifference curves
C) Quantitative satisfaction
D) Budget constraints
- National Health Accounts (NHA) track:
A) Inflation rates
B) Total health expenditure
C) Patient satisfaction
D) Medical education outcomes
- Health investment contributes to economic growth by improving:
A) Leasing rates
B) Bureaucracy
C) Regulatory compliance
D) Labor productivity

- Empowerment Index (EPI) measures:
A) Income only B) Health equity only
C) Multidimensional capabilities (Correct)
D) Price inflation
- Grossman model treats health as:
A) Consumption good
B) Investment good
C) Leisure supply
D) Financial asset
- Market equilibrium is where the demand curve intersects:
A) Income curve
B) Demand curve twice
C) Supply curve
D) Marginal cost curve
- Hospitals aiming to maximize profit are likely to adjust:
A) Pricing and volume
B) Patient incomes
C) National income data
D) Consumer preferences
- Opportunity cost is:
A) Actual financial outlay
B) Value of next best alternative
C) Budgeted cost
D) Only indirect costs

Multiple Choice Questions' Answer Sheet for questions from number 1 to 10

Corrected Fill			
(A)	●	(C)	(D)
Incorrected Fill			
✗	●	●	✓

1. (A) (B) (C) (D)	6. (A) (B) (C) (D)
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Please Turn Over for
MCQ questions from
number 11 to 20



11. Health insurance market failures often stem from:

- A) Perfect competition
- B) Low premiums
- C) Adverse selection and moral hazard**
- D) Balanced risks

12. National Health Insurance Program of Nepal aims primarily to:

- A) Privatize hospitals
- B) Provide universal risk pooling**
- C) Increase physician salaries
- D) Reduce outpatient services

13. Nudge theory is a part of:

- A) Expected utility theory
- B) Cost effectiveness
- C) CBA approaches
- D) Behavioral economics**

14. Prospect theory differs from expected utility by:

- A) Emphasizing relative gains/losses**
- B) Ignoring losses
- C) Treating identical outcomes the same
- D) Always maximizing expected value

15. Cost-Utility Analysis (CUA) commonly uses:

- A) Number of doctors
- B) DALYs or QALYs**
- C) Financial cost only
- D) Total output

16. Health Poverty Index (HPI) assesses health deprivation including:

- A) Hospital count
- B) Infant mortality and service access**
- C) Gini coefficient only
- D) Payment systems

Code No.

17. CMA (Cost-Minimization Analysis) is appropriate when interventions have:

- A) Different outcomes
- B) Same outcomes**
- C) Quantitative outputs
- D) No measurable effects

18. Production cost behavior in healthcare distinguishes fixed vs variable cost; fixed cost does not change with:

- A) Number of patients**
- B) Insurance premiums
- C) Labor quality
- D) Provider type

19. Nudge theory is a part of:

- A) Expected utility theory
- B) Cost effectiveness
- C) Behavioral economics**
- D) CBA approaches

20. Prospect theory differs from expected utility by:

- A) Ignoring losses
- B) Always maximizing expected value
- C) Treating identical outcomes, the same
- D) Emphasizing relative gains/losses**

Multiple Choice Questions' Answer Sheet for questions from number 1 to 10

Corrected Fill
☐ A ☒ B ☐ C ☐ D
Incorrect Fill
☒ A ☐ B ☒ C ☒ D

1. ☐ A ☐ B ☐ C ☐ D	6. ☐ A ☐ B ☐ C ☐ D
2. ☐ A ☐ B ☐ C ☐ D	7. ☐ A ☐ B ☐ C ☐ D
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Please Turn Over for
MCQ questions from
number 11 to 20



Manmohan Technical University
Office of the Controller of Examinations
Exam Year: 2081, Chaitra (Model Question)

School: SOASTL	Level: Master	Time: 2 Hours
Program: MHHM	Year/Part: I/II	Full Marks: 60
Subject: Health Economics (MHHM 203)		Pass Marks: 30

- ✓ Candidates are required to give their answers in their own words as far as practicable.
- ✓ The figures in the margin indicate Full Marks.
- ✓ Assume suitable data if necessary.

GROUP A (Multiple-Choice Questions are provided on separate sheet)

[20x1=20]

GROUP B - Problem based Question (Attempt any one)

[1x15=15]

1. Critically analyze Kenneth Arrow's 1963 framework on healthcare market failures. How do factors like uncertainty, asymmetric information, and moral hazard contribute to inefficiency in health markets?
2. Evaluate the roles of Cost-Benefit Analysis (CBA), Cost-Effectiveness Analysis (CEA), and Cost-Utility Analysis (CUA), alongside efficiency assessment techniques like DEA and SFA, in improving resource allocation and performance within Nepal's health system.

GROUP C-Long Questions (Attempt any four)

[4x10=40]

3. Explain the concept of consumer equilibrium using the ordinal utility approach.
4. Explain how microeconomics and macroeconomics apply to healthcare.
5. Explain the Grossman model and its implications for health disparities.
6. Explain the Nudge Theory and provide an example of its application in healthcare.
7. Differentiate between Cost-Benefit Analysis (CBA), Cost-Effectiveness Analysis (CEA), and Cost-Utility Analysis (CUA).

GROUP D - Short Answer Questions (Attempt any FIVE)

[5x5=25]

8. Illustrate and explain the properties of an indifference curve.
9. What factors can cause shifts in the demand and supply curves for healthcare services?
10. Explain the principles of health insurance and how they apply to Nepal's system.
11. Discuss the concept of moral hazard in health insurance.
12. What are the roles and functions of the Social Health Security Development Committee in Nepal?
13. Explain the concept of social justice in healthcare.

The End

School: SOASTL	Level: Master	
Program: MHHM	Year/Part: I/II	Superintendent's Sign:
Subject: Total Quality Management in Healthcare Services (MHHM 204)		Code No.

GROUP A (Multiple-Choice Questions) Page - 1	[10x1=10]	Maximum Time: 10 Minutes
i. Answers should be given by filling the Multiple-Choice Questions' Answer Sheet. ii. The main answer sheet can be used for rough work. iii. No mark will be awarded for cutting, erasing, over writing and multiple circles shading. iv. The answer sheet for MCQs numbered 1 to 10 is included at the bottom of this page.		Code No.

- Which model assesses quality using structure, process, and outcome?**
 - STEEPE
 - PDSA
 - Donabedian**
 - DMAIC
- What does the 'S' in STEEPE stand for?**
 - Sustainability
 - Safety**
 - Strategy
 - Statistics
- What is a "near miss" in healthcare?**
 - An unavoidable error
 - An event that could have caused harm but didn't**
 - A patient complaint
 - A successful outcome
- Which quality philosophy is associated with the "14 Points" of management?**
 - Juran
 - Deming**
 - Crosby
 - Taylor
- What is the first step in the PDSA cycle?**
 - Study
 - Plan**
 - Act
 - Do

- Which one is NOT a part of the 7 QC tools?**
 - Histogram
 - Gantt Chart**
 - Pareto Chart
 - Check Sheet
- Which tool is used in Six Sigma for process improvement?**
 - DMAIC**
 - 5S
 - RCA
 - SWOT
- What does COPQ stand for?**
 - Count of Patient Quality
 - Cost of Poor Quality**
 - Care of Public Quality
 - Clinical Output per Quality
- What is the goal of Lean Management?**
 - Expanding staff
 - Increasing cost
 - Reducing waste**
 - Outsourcing services
- Licensure is typically granted by:**
 - Government authorities**
 - Insurance agencies
 - NGOs
 - Patients

Multiple Choice Questions' Answer Sheet for questions from number 1 to 10

Corrected Fill			
(A)	●	(C)	(D)
Incorrect Fill			
✗	●	●	✓

1. (A) (B) (C) (D)	6. (A) (B) (C) (D)
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Please Turn Over for
MCQ questions from
number 11 to 20



11. Which of the following is an international accreditation body?

- a) JCI
- b) DSS
- c) NPR
- d) WHOQ

12. Which MSS level refers to basic healthcare facilities?

- a) Tertiary
- b) Primary
- c) Quaternary
- d) Advanced

13. Which Lean tool focuses on workplace organization?

- a) 5S
- b) FMEA
- c) DFSS
- d) RCA

14. A sentinel event always involves:

- a) Serious harm or death
- b) Financial loss
- c) A lost report
- d) A wrong diagnosis

15. What is accreditation?

- a) A formal recognition of meeting standards
- b) A license to practice
- c) A billing system
- d) A patient satisfaction survey

16. Who proposed the idea of “zero defects”?

- a) Juran
- b) Deming

c) Crosby

d) Toyota

17. In RCA, the aim is to:

a) Identify the fundamental cause of a problem

Code No.

b) Punish the staff

c) Avoid documentation

d) Delay action

18. Which ISO standard focuses on quality management systems?

a) ISO 9001:2015

b) ISO 14001

c) ISO 31000

d) ISO 45001

19. Certification usually applies to:

a) Government licensing

b) Specific programs or professionals

c) Law enforcement

d) Patients

20. Which of the following is part of the DMAIC process?

a) Arrange

b) Analyze

c) Act

d) Audit

Multiple Choice Questions' Answer Sheet for questions from number 1 to 10

Corrected Fill
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Incorrect Fill
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1. ☐ A ☐ B ☐ C ☐ D	6. ☐ A ☐ B ☐ C ☐ D
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Please Turn Over for MCQ questions from number 11 to 20



Manmohan Technical University
Office of the Controller of Examinations
Exam Year: 2081, Chaitra (Model Question)

School: SOASTL	Level: Master	Time: 2 Hours
Program: MHHM	Year/Part: I/II	Full Marks: 60
Subject: Total Quality Management in Healthcare Services (MHHM 204)		Pass Marks: 30

- ✓ Candidates are required to give their answers in their own words as far as practicable.
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GROUP A (Multiple-Choice Questions are provided on separate sheet)

[20x1=20]

GROUP B - Problem based Question (Attempt any one)

[1x15=15]

1. Ensuring patient safety and minimizing harm are central goals in healthcare quality management. Analyze how systems and culture contribute to safety outcomes in hospitals.
 - a. Define and differentiate between a near miss, adverse event, and sentinel event with one healthcare example for each. (5 marks)
 - b. What is a Just Culture? How does it help shift from individual blame to systemic improvement in healthcare institutions? (5 marks)
 - c. Propose a framework or set of steps a hospital can take to develop a patient safety-focused culture. (5 marks)
2. Quality improvement in healthcare involves multiple approaches such as Lean, Six Sigma, and Total Quality Management (TQM). An integrated understanding of these models helps drive excellence.
 - a. Briefly describe the core principles of Lean, and give two practical examples of Lean tools used in hospitals. (5 marks)
 - b. Explain the DMAIC methodology of Six Sigma, outlining the purpose of each phase in a healthcare quality project. (5 marks)
 - c. How can elements of Lean, Six Sigma, and TQM be combined in a hospital setting to improve patient outcomes and reduce waste? (5 marks)

GROUP C-Long Questions (Attempt any four)

[4x10=40]

3. Evaluate the importance of accreditation, certification, and licensure in maintaining healthcare quality standards. How do national and international benchmarks (e.g., ISO 9001:2015, NABH, JCI) influence hospital performance?
4. Trace the evolution of quality management in healthcare from inspection-based models to continuous improvement philosophies. Analyze how this evolution has influenced patient safety and service delivery.
5. Critically evaluate how patient experience and satisfaction influence service quality in healthcare. How can hospitals effectively measure and use this feedback to drive continuous improvement?
6. Define and describe the Total Quality Management (TQM) approach. What are its core principles and how is customer focus maintained in this model?
7. Explain the concept of the Minimum Service Standards (MSS) in healthcare. Describe its tiered requirements for primary, secondary, and tertiary healthcare facilities.

GROUP D - Short Answer Questions (Attempt any four)

[5×5=25]

8. What is a “Just Culture”? How does it differ from a blame culture in healthcare?
9. What is the Cost of Poor Quality (COPQ)? Mention two examples relevant to hospitals.
10. Define risk mitigation. What is the purpose of performing FMEA in hospitals?
11. Mention three emerging trends in global quality management. Briefly describe one.
12. Define clinical quality vs. perceived quality. Give one example of each in a healthcare context.
13. Describe the 7 Quality Control (QC) tools used in healthcare quality management. Mention the use of each tool briefly.

The End

School: SOASTL	Level: Master	
Program: MHHM	Year/Part: I/II	Superintendent's Sign:
Subject: Environmental & Occupational Health (MHHM 211)		Code No.

GROUP A (Multiple-Choice Questions) Page - 1	[10x1=10]	Maximum Time: 10 Minutes
i. Answers should be given by filling the Multiple-Choice Questions' Answer Sheet. ii. The main answer sheet can be used for rough work. iii. No mark will be awarded for cutting, erasing, over writing and multiple circles shading. iv. The answer sheet for MCQs numbered 1 to 10 is included at the bottom of this page.		Code No.

- What is meant by carbon footprint?**
 - Amount of oxygen released by trees
 - Amount of greenhouse gases emitted by human activities**
 - Level of carbon stored in soil
 - Measurement of air pollution only
- Which of the following is a water-related disease?**
 - Tuberculosis
 - Cholera**
 - Hypertension
 - Asthma
- Which gas is primarily responsible for ozone depletion?**
 - Carbon dioxide
 - Chlorofluorocarbon (CFC)**
 - Methane
 - Nitrous oxide
- Which of the following is a method of large-scale water purification?**
 - Boiling
 - Filtration and disinfection**
 - Use of cloth filter
 - UV lamp for a single bottle
- What is the major source of indoor air pollution in rural Nepal?**
 - Use of biomass fuel**
 - Dust from roads
 - Tobacco smoke
 - Generator smoke

- Which of the following is a physical occupational hazard?**
 - Lead exposure
 - Chemical fumes
 - Noise**
 - Biological agent
- Which organization sets drinking water quality standards globally?**
 - WHO**
 - FAO
 - UNDP
 - UNEP
- Which of the following is a renewable source of energy?**
 - Coal
 - Petroleum
 - Solar energy**
 - Natural gas
- What is the key health effect of poor lighting in the workplace?**
 - Eye strain**
 - Hearing loss
 - Skin allergy
 - Respiratory infection
- What is the main source of ionizing radiation in health care?**
 - X-ray machine**
 - MRI scanner
 - Ultrasound
 - ECG

Multiple Choice Questions' Answer Sheet for questions from number 1 to 10

Corrected Fill			
(A)	●	(C)	(D)
Incorrect Fill			
✗	●	●	✓

1. (A) (B) (C) (D)	6. (A) (B) (C) (D)
2. (A) (B) (C) (D)	7. (A) (B) (C) (D)
3. (A) (B) (C) (D)	8. (A) (B) (C) (D)
4. (A) (B) (C) (D)	9. (A) (B) (C) (D)
5. (A) (B) (C) (D)	10. (A) (B) (C) (D)

Please Turn Over for
MCQ questions from
number 11 to 20



11. Which method is used for small-scale water disinfection at home?
 - a. Filtration
 - b. Boiling**
 - c. Chlorination at reservoir
 - d. Sand filter
12. What is a common symptom of noise pollution exposure?
 - a. Hearing loss**
 - b. Diarrhea
 - c. Visual impairment
 - d. Fever
13. Which of the following is a biological occupational hazard?
 - a. Mercury vapor
 - b. Heat stress
 - c. Hepatitis virus**
 - d. Heavy lifting
14. What is the function of risk communication in environmental health?
 - a. To increase fear among people
 - b. To stop development projects
 - c. To inform and educate people about health risks**
 - d. To ignore minor risks
15. Which of the following is a method of excreta disposal?
 - a. Pit latrine**
 - b. Compost bin
 - c. Rainwater harvesting
 - d. Filtration plant
16. Which waste is considered hazardous?
 - a. Vegetable peels
 - b. Used syringes**

- c. Paper waste
- d. Leaves
17. Which method is most commonly used in modern sewage treatment?
 - a. Burning
 - b. Open drainage
 - c. Activated sludge process**
 - d. Pit disposal
18. Which type of disaster is caused by human negligence?
 - a. Flood
 - b. Earthquake
 - c. Building collapse**
 - d. Drought
19. Which of the following indicators shows progress in environmental health?
 - a. Number of hospitals
 - b. Access to safe drinking water**
 - c. Number of doctors
 - d. Literacy rate
20. Which of the following is a strategy to prevent occupational diseases?
 - a. Use of personal protective equipment (PPE)**
 - b. Increase working hours
 - c. Ignoring safety rules
 - d. Overloading workers

Code No.

Multiple Choice Questions' Answer Sheet for questions from number 1 to 10

Corrected Fill
☐ A ☒ B ☐ C ☐ D
Incorrected Fill
☒ A ☐ B ☒ C ☒ D

1. ☐ A ☐ B ☐ C ☐ D	6. ☐ A ☐ B ☐ C ☐ D
2. ☐ A ☐ B ☐ C ☐ D	7. ☐ A ☐ B ☐ C ☐ D
3. ☐ A ☐ B ☐ C ☐ D	8. ☐ A ☐ B ☐ C ☐ D
4. ☐ A ☐ B ☐ C ☐ D	9. ☐ A ☐ B ☐ C ☐ D
5. ☐ A ☐ B ☐ C ☐ D	10. ☐ A ☐ B ☐ C ☐ D

Please Turn Over for MCQ questions from number 11 to 20



Manmohan Technical University
Office of the Controller of Examinations
Exam Year: 2081, Chaitra (Model Question)

School: SOASTL	Level: Master	Time: 2 Hours
Program: MHHM	Year/Part: I/II	Full Marks: 60
Subject: Environmental & Occupational Health (MHHM 211)		Pass Marks: 30

- ✓ Candidates are required to give their answers in their own words as far as practicable.
- ✓ The figures in the margin indicate Full Marks.
- ✓ Assume suitable data if necessary.

GROUP A (Multiple-Choice Questions are provided on separate sheet)

[20x1=20]

GROUP B - Problem based Question (Attempt any one)

[1x15=15]

1. Describe the impact of climate change on agriculture, forestry, and biodiversity in Nepal. Explain with relevant examples and suggest mitigation strategies.
2. Explain the classification of occupational hazards. Discuss how occupational health hazards affect different occupational groups in Nepal, with preventive measures.

GROUP C-Long Questions (Attempt any four)

[4x10=40]

1. Explain the characteristics, sources, and methods of disposal of solid waste in a hospital setting.
2. Describe the composition of air and the major sources of air pollution. Discuss health impacts and control measures.
3. Illustrate the steps involved in environmental health risk assessment with examples.
4. Discuss various types of radiation and their health effects. Add preventive and protective strategies.
5. Define disaster management. Describe its basic elements and current disaster management practices in Nepal.

GROUP D - Short Answer Questions (Attempt any four)

[5x5=25]

1. What is carbon credit, and how can hospitals use it to promote environmental sustainability?
2. List the criteria for good lighting and explain their relevance in hospital design.
3. Explain common types and methods of household-level water purification.
4. Write short notes on the classification and disposal methods of biomedical waste.
5. Describe the main health effects of heat and cold stress.
6. What are the key principles of occupational health?
7. Mention any five major global environmental problems.
8. State the major roles of NGOs and INGOs in disaster preparedness and planning.

The End

**Manmohan Technical University
Office of the Controller of Examinations**

Model Question

MHHM – 2nd Semester

Subject: MHHM213 - Healthcare Organization Leadership (Elective I)

Group A (Multiple Choice Question) (20*1=20)

- 1. A hospital manager focuses mainly on completing assigned tasks correctly and meeting short-term targets. Employees receive rewards for good performance but are not encouraged to experiment with new ideas. Which leadership style is most likely being used?**

 - A. Transformational
 - B. Democratic
 - C. Transactional
 - D. Laissez-faire

- 2. During a sudden shortage of nurses, the nurse manager quickly reallocates available staff, prioritizes critically ill patients, and communicates clear instructions. Which combination of leadership behaviors is most important in this situation?**

 - A. Delayed decision-making and delegation
 - B. Quick decision-making and effective communication
 - C. Avoiding responsibility and consultation
 - D. Minimal supervision and independence

- 3. A hospital's patient satisfaction scores have decreased. The manager believes communication is the problem, but available data show that the main cause is actually prolonged waiting time caused by inefficient patient flow. What does this situation BEST demonstrate?**

 - A. The importance of relying on managerial experience
 - B. The importance of analytical leadership before decision making
 - C. The superiority of transformational leadership
 - D. The importance of negotiation over data collection

- 4. A hospital leader develops an excellent five-year strategic plan but fails to involve staff in its implementation. Staff members resist the changes and the plan does not achieve its objectives. What leadership lesson is MOST appropriate?**

 - A. Strategic planning alone is sufficient
 - B. Strategic leadership should be supported by communication and people development
 - C. Staff should not participate in strategic decisions
 - D. Long-term planning should be avoided in healthcare

5. A nursing director must reduce overtime costs without negatively affecting patient safety. She analyzes staffing data, considers alternative staffing models, consults staff, implements the selected model, and evaluates patient outcomes. Which sequence BEST represents effective leadership?

- A. Negotiation → punishment → evaluation
- B. Analysis → decision → implementation → evaluation
- C. Policy → delegation → negotiation → termination
- D. Planning → punishment → implementation → promotion

6. In which organizational culture do employees work like an extended family and emphasize trust and support?

- A. Clan culture
- B. Market culture
- C. Hierarchical culture
- D. Bureaucratic culture

7. Which of the following promotes good governance in healthcare?

- A. Corruption
- B. Accountability
- C. Favoritism
- D. Falsification

8. A nurse manager focuses mainly on completing tasks according to established standards and uses rewards and penalties to influence staff performance. Which statement best describes this leadership approach?

- A. It emphasizes inspiration and organizational transformation
- B. It is primarily based on exchange between leader and followers
- C. It gives complete freedom to employees
- D. It focuses mainly on personal traits of the leader

9. A hospital manager regularly recognizes employees' achievements and provides opportunities for professional development. This is most likely to improve:

- A. Resistance to change
- B. Job satisfaction and motivation
- C. Communication barriers
- D. Organizational conflict

10. A doctor gives priority to a wealthy patient even though another patient has a more urgent medical condition. Which principle is violated?

- A. Justice
- B. Honesty
- C. Autonomy
- D. Compassion

11. A laboratory offers a doctor a commission for every patient referred to the laboratory. What type of unethical practice is this?

- A. Favoritism
- B. Kickback
- C. Negligence
- D. Theft

12. A patient is not given adequate information about the risks and benefits of a proposed surgery before being asked to sign the consent form. Which patient right is compromised?

- A. Right to informed consent
- B. Right to emergency care
- C. Right to access records
- D. Right to complain

13. A patient complains about poor service at a hospital. The hospital allows the patient to submit a complaint without discrimination or retaliation. Which patient right is being supported?

- A. Right to refuse treatment
- B. Right to complain
- C. Right to access medical records
- D. Right to emergency care

14. A healthcare manager gives instructions to staff but does not allow them to ask questions or provide feedback. Which element of effective communication is missing?

- A. Feedback
- B. Encoding
- C. Written communication
- D. Non-verbal communication

15. Two healthcare professionals disagree about the management of a patient. Instead of arguing, they listen to each other, discuss the evidence, and reach a mutually acceptable decision. Which communication approach is demonstrated?

- A. Aggressive communication
- B. Passive communication
- C. Assertive and collaborative communication
- D. Avoidance

16. A hospital director plans to expand emergency services over the next five years after considering future patient demand, financial resources, staffing, and technology. Which role is MOST evident?

- A. Analytical role
- B. Strategic role

- C. Communication role
- D. Negotiation role

17. A hospital has limited funds and must decide between hiring more nurses and purchasing new equipment. The leader compares patient needs, costs, evidence, and future organizational requirements before making a decision. This is an example of:

- A. Routine decision making
- B. Strategic decision making
- C. Informal communication
- D. Competitive negotiation

18. Two departments need the same limited number of nurses. The nursing director discusses the needs of both departments and develops a solution that benefits both sides. Which type of negotiation is being used?

- A. Competitive negotiation
- B. Collaborative negotiation
- C. Avoidance negotiation
- D. Authoritarian negotiation

19. A hospital leader in Nepal uses patient statistics, research findings, and service data to decide where additional resources are required. Which leadership approach is demonstrated?

- A. Traditional leadership
- B. Evidence-based leadership
- C. Competitive leadership
- D. Autocratic leadership

20. A hospital wants to introduce electronic health records. Staff members are resistant because they do not understand the new system. The leader provides training, explains the benefits, involves staff, and gradually introduces the system. Which leadership function is MOST evident?

- A. Change management
- B. Competitive negotiation
- C. Performance punishment
- D. Centralized control

Group B (Problem Based Question)

Attempt any one (1 *15=15)

1. A hospital suddenly receives a large number of patients following a road traffic accident. The emergency department is overcrowded, and immediate decisions are required regarding staff allocation, patient prioritization, and available resources.

- a. Which leadership style would be most appropriate during this emergency? Give a reason. (3 marks)
- b. Explain four behaviors an effective healthcare leader should demonstrate in this situation. (4 marks)
- c. Discuss how communication, teamwork, and decision-making can affect patient outcomes during the emergency. (4 marks)
- d. Explain two possible problems that may occur if the leader fails to provide effective direction. (4 marks)

2. A hospital has experienced increased staff absenteeism and turnover. Employees complain that their managers do not recognize their efforts, communication is poor, workloads are unfairly distributed, and opportunities for professional development are limited.

- a. Identify four factors in the scenario that may reduce employee job satisfaction. (4 marks)
- b. Explain the relationship between effective communication and employee motivation. (4 marks)
- c. As a healthcare leader, propose four strategies to improve staff motivation and job satisfaction. (4 marks)
- d. Explain how improved job satisfaction can influence patient care. (3 marks)

Group C: (Long Answer Questions)

Attempt any four questions (10*4=40)

3. Explain the role of effective leadership in improving patient care and staff performance.
4. Explain the two major leadership theories and discuss their application in healthcare management.
5. A newly formed healthcare team is experiencing conflict, poor communication, and unclear responsibilities. Explain the stages of team formation and describe how a leader can help the team become an effective performing team. Explain the role of communication in building trust and maintaining good relationships between health professionals and patients.
6. Explain the role of communication in building trust and maintaining good relationships between health professionals and patients.
7. What is strategic decision making? Explain its characteristics, steps, and importance in healthcare organizations.

Group D: (Short Answer Questions)

Attempt Any Five (5*5=25)

8. Describe autocratic leadership style with its advantages and disadvantages.
9. During a medical emergency, a nurse manager makes immediate decisions and assigns duties without consulting staff. Identify the leadership style and explain three reasons why it may be appropriate in this.
10. What is problem solving? Explain the steps of problem solving in healthcare.
11. Define good governance and explain any four principles of good governance.
12. What is favoritism in healthcare? Explain how it affects fairness in healthcare services.
13. Define Great man theory. Explain its main features and limitations.