



TECHNICAL UNIVERSITY OF MOMBASA

FACULTY OF APPLIED AND HEALTH SCIENCES

DEPARTMENT OF MEDICAL SCIENCES

UNIVERSITY EXAMINATION FOR:

BMLS

AML 4409 : HEALTH SERVICE MANAGEMENT

SPECIAL/ SUPPLIMENTARY EXAMINATIONS

SERIES: SEPTEMBER 2018

TIME: 2 HOURS

DATE: Pick Date Sep 2018

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **TWO** Section(s). Attempt ALL questions.

Do not write on the question paper.

1. The following is not a characteristics of a manager
 - a) Have legitimate source of power due to delegated authority that accompanies their position
 - b) Emphasize control, decision making,
 - c) Emphasizes decision analysis, and results
 - d) They focus on group process, information gathering, feedback,
 - e) Manipulate people, the environment, money, time, and other resources to achieve organizational goals

2. Democratic leader exhibits the following behavior
 - a) Motivate by support when requested by the group or individuals
 - b) Exercises control of the individuals and groups.
 - c) Motivate by economic and ego awards.
 - d) Communication flows downwards.
 - e) Emphasis is on difference in status
3. Policies are,
 - a) Values and beliefs held about the nature of work in an organization
 - b) Principles designed to influence decisions and actions in an organization
 - c) The desired results towards which effort are directed in an organization
 - d) A set of values and beliefs that guide all actions of the organization
 - e) Unspecified standards
4. Transactional Leader
 - a) Focuses on management tasks.
 - b) Inspires others with vision.
 - c) looks at effects
 - d) Identifies common values
 - e) Looks at controls
5. The following statement best explains Evaluation
 - a) Describes in narrative form an employee's strengths
 - b) Describes areas where improvement or growth is needed.
 - c) Involves setting specific measurable goals with each employee and then periodically reviewing the progress made

- d) Includes an assessment by all individuals within the sphere of influence of the individual being appraised
- e) Requires the reviewers to share the results with the person being reviewed and with the employee's supervisor

6. Strategic Human Resource Management is,

- a) The coordination and integration of resources to accomplish specific institutional goals and objectives.
- b) The process of working with and through individuals and groups and other resources to achieve organizational goals
- c) The process of removing blocks to performance and optimizing efficiency in effectively reaching human resource goals
- d) The linking of human resource strategic goals and organizational objectives in order to improve business strategy
- e) None of the above

7. The following are uses of budgets excepts

- a) Planning
- b) Training
- c) Motivating
- d) Communicating
- e) Guide

8. In an organization, operating budgets refers to:

- a) Special budgets allocated to specific areas or program
- b) Budgets associated with replacements of equipments

- c) Budgets allocated for the day today running of the organization
- d) Budgets allocated to cater for the wages
- e) Budget allocated to cater for salaries of the employees

9. Benchmarking is the process of,

- a) Establishing a target degree of excellence for medical intervention and taking action
- b) Monitoring structure, process and outcome indicators in order to identify opportunities for change
- c) Guiding health care professionals in preventing patient care problems
- d) Measuring products, practices, and services against best-performing organizations
- e) Improving already satisfactory patients' services

10. The following are elements of quality of care

- a) Integration, durability, continuity
- b) Affordability, acceptability, serviceability
- c) Acceptability, relevance, continuity
- d) Proximity, acceptability, continuity
- e) Acceptability and proximity

11. In commodity management cycle, Product Selection is

- a) The process of identifying which commodity should be made available as per the national guidelines
- b) This is the process of obtaining the required medicines and supplies through purchase, donations or manufacturing.

- c) The process transferring commodities from a storage facility to a point of use
- d) The process that includes dispensing the prescribed medicines to patients, patient for efficacy and compliance
- e) Transfer from one point of use to another

12. The following indicates communication directions of organization in an authoritative leader

- a) Downwards
- b) Upwards
- c) Horizontal
- d) Diagonal
- e) parallel

13. Symptoms of behavioral stress

- a) Excessive Smoking, Drunkenness and Reduced employee performance at work
- b) Anxiety states and Depression
- c) Boredom and Irritability
- d) Indigestion and Nausea
- e) Headaches and Back pain

14. Training involves the following steps

- a) Needs analysis training, evaluation
- b) On the job training
- c) Apprenticeship training
- d) Vestibule training

e) Job Rotation

15. The Purpose of performance appraisal includes following except

- a) identify job performance
- b) To motivate the employee
- c) Document criteria used to allocate organizational rewards.
- d) Form a basis for decreasing salary, demotions, transfer
- e) Identify the strength and weaknesses of the employees

16. The following are Steps in progressive discipline

- a) Warning, terminate and suspension of employee
- b) Counsel employee regarding the problem, warning , terminate employee
- c) Suspend employee if the problem persists without pay, warning, return to work
- d) Employee to return to work with written stipulation regarding problem behavior
- e) Terminate employee if problem recurs

17. Avoiding/Avoidance is Conflict resolutions strategies that

- a) attempts to keep the conflict from surfacing at all
- b) Person ignores own feelings about an issue in order to agree with other side.
- c) One side wins the conflict and the other side loses
- d) Each side gives up something as well as gets something
- e) bargain for each side's give and take

18. The omission to do something that a reasonable person, guided by the considerations that ordinarily regulate human affairs, would do—or as doing something that a reasonable and prudent person would not do.

- a) Negligence
- b) Malpractice
- c) Crime
- d) Tort
- e) law

19. The elements that must first present for a professional to be held liable for malpractice is

- a) A standard of care have been violated
- b) A standard of care must have been established
- c) The nurse must have had the knowledge or availability of information
- d) That failure to meet the standard of care must have the potential to injure
- e) The actual patient injury must occur.

20. In most organization budgets serve the following purposes

- a. Planning, chain of command, communication
- b. Monitoring, organization, control
- c. Salary, remuneration , rewards
- d. Motivation, punishment ,communication
- e. Planning Monitoring Communication

21. The purpose of organization is to

- a) Provide channels of communication between workers
- b) Arrange work so that the right things are done
- c) Inspect, evaluate and improve worker performance.
- d) Avoid duplication of activities by the individual
- e) All of the above

22. Open tender

- a) Is a formal procurement process in which local or international suppliers are invited to submit bids for the supply of commodities under the terms
- b) It's useful for small procurements or for emergency supplies especially where bulk commodities are required in the health facility
- c) Is useful in reducing the potentially large number of suppliers who may bid for the to supply but are not capable to do so
- d) This is the simplest method but usually very expensive since the buyer does not seek better value by checking out other suppliers.
- e) Procurement document

23. Peer Review:

- a) When peers carry out monitoring and assessing work performance, it is referred to as peer review.
- b) When supervisors carry out monitoring and assessing work performance, it is referred to as peer review.

- c) When managers carry out monitoring and assessing work performance, it is referred to as peer review.
- d) When subordinates carry out monitoring and assessing work performance, it is referred to as peer review.
- e) None of the above

24. The following is not a resources in an organization

- a) Manpower
- b) Structure
- c) Materials
- d) Management

25. MinutesThe first level managers are

- a) Act as liaison and are responsible for implementing the policies
- b) Responsible for supervising the work of non-managerial personnel and the day to day activities of a specific work units or ward.
- c) Responsible for establishing organizational goals and strategic plans for the entire organization
- d) Ensure integration of work units to achieve the organization mission
- e) buffers the effects of the external environment on nurses within the organization

26. Having worked in the clinical areas, identify some of the skills that incharges managers require to perform their duties

- a) Managerial, Technical, Interpersonal
- b) human , Conceptual skills, inborn skills
- c) personality, concepts, beliefs
- d) culture , human, personal
- e) religion, managerial , individual

27. The informational role of a manager includes

- a) The entrepreneur: Disturbance handler:
- b) Resource allocator Negotiator;
- c) Monitor: Disseminator: Spokes- person:
- d) Figure head role: Leader: Liaison role:
- e) Monitor,, figure head, disturbance handler

28. Recurrent Revenue is Sources of Government Finance. The main sources of this revenue are

- a) Appropriation in Aid
- b) Loans
- c) donors
- d) Grants
- e) Fines

29. the following is not an elements of malpractice

- a) Where you have a duty of care
- b) Standards of care are unspecified that needs to be achieved.
- c) There must be a claim that this standard was not met

- d) Injury must have occurred
- e) Duty was not done

SECTION B

Q31.

Henri Fayol (1925) was the first person to identify the management functions as described in the fourteen management principles;

- a) Explain four management functions (8 marks)
- b) State twelve principles of management (12 marks)

Q32.

Change is fundamental in order to guarantee long term success in the organization.

- a) Explain the change process that laboratory in charge can apply to bring change in the department without causing conflict (10marks)
- b) Describe reasons why people resist change (10 marks)