



TECHNICAL UNIVERSITY OF MOMBASA

FACULTY OF APPLIED AND HEALTH SCIENCES

DEPARTMENT OF MEDICAL SCIENCES

UNIVERSITY EXAMINATION FOR:

BMLS

AML 4409 : HEALTH SERVICES MANAGEMENT

END OF SEMESTER EXAMINATION

SERIES: AUGUST 2019

TIME: 2 HOURS

DATE: Pick Date Select Month 2019

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.

Circle the correct answer in section A.

SECTION A (30mks)

1. When a manager monitors the work performance of workers in his department to determine if the quality of their work is 'up to standard', this manager is engaging in which function?
 - a. Planning
 - b. Controlling
 - c. Organizing
 - d. Leading
 - e. Directing
2. _____ environments engender increased knowledge and respect for the health team members for each other.
 - a. Collaborative and aggressive
 - b. Collaborative and passive
 - c. Collaborative and reactive
 - d. Collaborative and participative
 - e. Collaborative and assertive
3. All of these are guidelines for establishing and preserving long-term relationship except?
 - a. understand the mission, strategic priorities
 - b. try to limit transparency in communicating information
 - c. reach out to stakeholders at the program onset
 - d. keep an open communication flow exchange
 - e. look at shared goals and outcomes

4. _____ allows health system managers, policy makers, and clinicians to find ways of implementing the desired conditions for workers while meeting the expectations of patients.
 - a. Negotiation
 - b. Teamwork
 - c. Political maneuvering
 - d. Resource allocation
 - e. Cultural awareness
5. Examples of healthcare organizations collaborating on a range of project include the following except?
 - a. health and social care partners working collaboratively across a region to improve the provision of Urgent Care services
 - b. price fixing arrangements
 - c. community Healthcare and Acute Care partners working collaboratively to reduce excess bed days
 - d. the development of a joint cancer strategy involving multiple organizations, third sector partners and others
 - e. Option a and c
6. Sound _____ strategies are needed to create a healthy organization culture in which subordinates, team members, and leaders achieve results.
 - a. financial
 - b. operational
 - c. communication
 - d. accounting
 - e. legal
7. The strategic plans are usually the responsibility of _____ management.
 - a. lower management
 - b. middle management
 - c. senior management
 - d. outside managers
 - e. consultants
8. Self-aware leaders exhibit which of the following characteristics?
 - a. They know themselves, including strengths and weaknesses.
 - b. They delegate their decisions to others.
 - c. They do not seek feedback from others.
 - d. They do not have high self-esteem.
 - e. They do not acknowledge the employees contributions
9. Leaders have a responsibility to ___ and ___ change.
 - a. understand; respond to
 - b. facilitate; enable
 - c. interpret; communicate
 - d. participate; involve
 - e. plan; dictate
10. Managing employees' emotions in the change initiatives can be very _____ to the leaders.
 - a. easy
 - b. demanding
 - c. informal
 - d. Uncomplicated
 - e. formal

11. Presenting the evidence of a problem in a _____ manner is the crucial first step to the comprehension that presages behavior changes.
- nonthreatening
 - threatening
 - aggressive
 - fun
 - relaxed
12. Which of the following is most likely to give employees a reason to act ethically and to be more innovative?
- Salary penalties for poor work.
 - Fear of retribution from upper administration.
 - Having an informal back door relationship with the upper administration.
 - Empowerment and autonomy over their work
 - Formal communication
13. _____ provides a bridge linking the medical model's focus on individual prevention and treatment approaches with community based prevention strategies.
- Institutional advocacy
 - Management advocacy
 - Political advocacy
 - Community advocacy
 - Social advocacy
14. A healthcare leader who has empathy shows the following except _____.
- listens attentively
 - is attentive to people's nonverbal cues
 - can only relate to those from the same background
 - can see things from someone else's perspectives
 - relates well with people of diverse backgrounds
15. Effective healthcare professionals, like exemplary dealmakers, understand that having a _____ mindset is essential in negotiation.
- learning
 - wining
 - relaxed
 - lazy
 - aggressive
16. In managing professional development costs and benefits, healthcare organizations should strive to maximize the ratio of _____.
- gains to expenditures
 - expenditure to gains
 - expenditure to benefits
 - gains to cash flows
 - cash flows to cash outflows

17. Management and leadership are important for the delivery of good health services. Although the two are similar in some respects, they may involve different types of outlook, skills, and _____.
- assets
 - behaviors
 - activities
 - resources
 - capital
18. The impact of advances in science and medicine on demand for health care services and the productivity of health care providers will _____ by medical specialty and delivery setting.
- be unknown
 - change
 - make no difference
 - keep
 - differ
19. Community health workers are effective advocates because they _____.
- live in the community they work with
 - are salaried by the community
 - are popular amongst community members
 - are government employees with a significant amount of authority
 - it is their obligation
20. Which of these functions is not considered a human resources function?
- Compensation and benefits
 - Labor relations
 - Public relations
 - Employment
 - Employee relations
21. A healthcare professional who has the primary responsibility of ensuring the timely, accurate, and complete collection and maintenance of patient data is known as _____.
- a hospital registrar
 - a coder
 - a health information manager
 - a medical staff coordinator
 - chief executive officer
22. The planning for complex information management system needs to take into consideration _____ perspectives.
- vendors'
 - consultants'
 - regulators'
 - vendors', consultants', and regulators'
 - consumers'
23. _____ is formally defined as systems and processes that ensure the overall direction, effectiveness, supervision, and accountability of an organization.
- Management
 - Governance
 - Authority
 - Dynamics
 - Control

24. As healthcare undergoes massive changes, boards will want to think about new ways of communicating with local government, business, and community leaders as well as the _____ of healthcare.
- consumers
 - regulators
 - vendors
 - investors
 - politicians
25. The _____ set standards for healthcare organizations and assess compliance with those standards.
- insurance companies
 - private sector accrediting bodies
 - state medical associations
 - state licensing bodies
 - Customer expectations
26. Identifying and understanding _____ are essential components of healthcare quality management.
- customers' expectations and requirements
 - vendors' expectations
 - management's expectations
 - owners' expectations
 - political expectations
27. _____ is a "set of organizational processes for identifying the desired future of the organization and developing decision guidelines" and providing a map for how an organization will achieve its objectives and goals.
- Strategic planning
 - Strategic managing
 - Tactical planning
 - Action planning
 - Formulated planning
28. LMIS data elements include all the following except?
- stock on hand,
 - losses and adjustments
 - consumption,
 - demand
 - Purchasing prices
29. The purpose of supply chain management is?
- provide customer satisfaction
 - improve quality of a product
 - integrating supply and demand management
 - increase production
 - Retain the customers
30. The time period between placing an order its receipt in stock is known as?
- Lead time
 - Carrying time
 - Shortage time
 - Over time
 - Quick time

SECTION B (40mks)

31. a) Briefly discuss how change can be a source of conflict at the workplace (10mks)
b) Briefly discuss the functions of a manager in a health care organization (10mks)
32. a) Briefly discuss the drivers and benefits of health information systems (8mks)
b) Highlight the roles of each of the three levels of management (12mks)