



TECHNICAL UNIVERSITY OF MOMBASA

FACULTY OF APPLIED AND HEALTH SCIENCES

DEPARTMENT OF ENVIRONMENT & HEALTH SCIENCES

UNIVERSITY EXAMINATION FOR:

MASTER OF PUBLIC HEALTH

APH 5118: HEALTH SERVICES MANAGEMENT

END OF SEMESTER EXAMINATION

SERIES: AUGUST 2019

TIME: 3 HOURS

DATE: Pick Date Select Month Pick Year

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **SIX** Question(s). Attempt Choose instruction. question **ONE** and any other **THREE** questions

Do not write on the question paper.

Question ONE

(30 MARKS)

- a. (i) With reference to organisational goals, differentiate between efficiency and effectiveness. (2 marks)
(ii) List the three broad categories of managerial roles. (3 marks)
- b. (i) With reference to a SWOT Analysis, differentiate between a conversion and a matching strategy. (2 marks)
(ii) Distinguish between three types of organisational Strategies. (3 marks)
- c. "Management of Health Systems is not Value free." One determinant affecting the particular choice of management approach is the values underpinning the health sector. State any four such values. (4 marks)
- d. Outline four characteristics of a perfectly competitive market structure. (4 marks)
- e. Highlight any four challenges associated with performance management in the public sector. (4 marks)
- f. Distinguish between disease-based approaches and health system based approaches to health care provision. (4 marks)
- g. List the four main types of healthcare systems. (4 marks)

Question TWO**(30 MARKS)**

Study the excerpt below and answer the questions that follow.

Key strategies of the 2005-2010 Reproductive Health Plan of the Department of Reproductive Health Services of Kwale County were to increase awareness and acceptance of services for birth spacing, especially among traditionally underserved populations; increase access to a variety of birth spacing methods; make available confidential testing and treatment of sexually transmitted diseases, and, in collaboration with the Department of Education, develop a curriculum for responsible parenthood to be taught to students in their final year of secondary school and in professional colleges. The plan called for creating within the Regional Hospital a Centre of Excellence for Family Planning. This special Centre would provide high-quality services in a friendly and welcoming atmosphere. An evaluation conducted three years after the establishment of the new Family Planning Centre of Excellence found that it did not deserve its title of Centre of Excellence. It had faltered for the following reasons:

- a total lack of support and attention from the Director of the Regional Hospital (who also served as a temporary director of the Family Planning Centre of Excellence in addition to his work as the Director of the Regional Hospital);
- poorly trained staff;
- irregular and unreliable supply of contraceptives and surgical kits;
- mixed staff attitudes about family planning that were conveyed and affected to clients;
- a hostile labor environment;
- persistent rumors about contaminated birth control methods;
- opposition from some local religious leaders against the practice of family planning.

After digesting the evaluation report, the National Family Planning coordinator made several visits to the Cabinet Secretary of Health and persuaded him to lobby the region's Governor for his support in allocating sufficient resources for the completion of a freestanding Family Planning clinic and in negotiating with the labor union for its support. Some of the coordinator's first successes were the approval for such a clinic, the donation of a building, provision of some equipment and supplies, and the appointment of a director for the new clinic. Given the difficulties in aligning the various parties to support this new Family Planning clinic, its director would have to find ways to get the clinic up and running, provide the promised high-quality services, gain the support of the union and deal with the opposition of some local religious leaders. As soon as she was hired, she began hiring competent staff, negotiating with the hospital director to get qualified staff to be seconded to the clinic, and of convincing them as well as new recruits that they were all partners in the creation and shaping of this new clinic.

- a. Describe the most critical challenges for the newly appointed director of the new Family Planning Clinic? Use evidence from the excerpt to justify your answers. (10 marks)
- b. Using evidence from the excerpt to justify your answers, describe the most critical challenges for the National Family Planning Coordinator? (10 marks)
- c. Describe five indicators that would suggest the presence of job dissatisfaction in an organisation. (10 marks)

Question THREE**(30 MARKS)**

- a. Discuss the four main roles of leaders in change management. (8 marks)
- b. In this 21st century, "Change is the only constant". Highlight some of the triggers to change that we have witnessed in this century? (12 marks)

- c. Explain any five potential causes of resistance to a proposed change in a health care organisation. (10 marks)

Question FOUR (30 MARKS)

- a. Outline the five key steps involved in the rational decision making process. (5 marks)
b. Explain any five advantages of group decision making. (10 marks)
c. Examine the potential sources of organisational conflict. (7 marks)
d. Suggest possible strategies that might help to manage the sources of conflict you have identified. (8 marks)

Question FIVE (30 MARKS)

- a. State the law of diminishing returns. (2 marks)
b. Differentiate between marginal cost and marginal revenue. (4 marks)
c. Describe any four categories of costs associated with stock. (8 marks)
d. An HIV Prevention Programme's annual budget for procuring male condoms is Ksh. 200,000. The ordering cost is Ksh. 50, the cost per unit is Ksh. 1 and holding cost is 20% of the value of the item.
Find:
i. The Economic Order Quantity. (2 marks)
ii. The optimal number of orders. (2 marks)
iii. The total inventory costs. (2 marks)
iv. The time between the orders. (2 marks)
e. Discuss any four principles of healthcare finance. (8 marks)

Question SIX (30 MARKS)

- a. Explain the challenges facing comparative analysis of health systems across the world. (5 marks)
b. Discuss the usefulness of conducting comparative health system analysis. (10 marks)
c. Discuss the components of a good public health system. (15 marks)