



**KENYA MEDICAL TRAINING COLLEGE  
FACULTY OF CLINICAL SCIENCES  
DEPARTMENT OF CLINICAL MEDICINE**

**FINAL QUALIFYING EXAMINATION  
FOR  
DIPLOMA IN CLINICAL MEDICINE AND SURGERY**

**PAPER: HEALTH SERVICE MANAGEMENT**

**DATE: 22<sup>nd</sup> February, 2021**

**TIME: 3 HOURS (2:00PM – 5:00 PM)**

**INSTRUCTIONS**

1. This paper consists of:
  - Section 1 (40 Multiple Choice Questions)
  - Section 2 (8 Short Answer Questions)
  - Section 3 (1 Long Answer Question)
2. Attempt **ALL** Questions
3. Write the **EXAMINATION NUMBER** given on all the answer sheets provided and on the question paper.
4. Ensure that all examination answer scripts are handed in at the end of the examination
5. Ensure you sign the examination register provided

EXAMINATION NUMBER .....

**SECTION 1: MULTIPLE CHOICE QUESTIONS - (40 MARKS)**

1. The following is not a building blocks of health system
- Leadership and governance
  - Health financing
  - Service delivery
  - County government
2. At which Health service delivery level are health behavior change activities carried out
- Community
  - Dispensary/clinic
  - Health centre
  - Primary hospital
3. The following is a demerit of division of labour
- Specialization
  - Efficiency
  - Boredom
  - Time saving
4. The principle of management which promotes unity of interest between employees and management is
- Unity of command
  - Esprit De corps
  - Stability of staff
  - Unity of direction
5. Functions of management do not include
- Organizing
  - Planning
  - Disciplining
  - Controlling
6. Monitoring and evaluation is important in management. Which statement is false?
- It helps you to know successes and failures
  - It will help you formulate new objectives
  - Re-planning can be done
  - Is not useful in organization
7. The ability to know how each part of the organization interrelates and contributes to overall objectives is
- Technical skills
  - Analytical skills
  - Conceptual skills
  - Human skills
8. A disadvantage of control is
- Agreeing to controlling
  - Providing acute information
  - Not following up rules to the letter
  - Game playing

9. The leadership style where employees feel and believe that their input are desired and can influence a decision is;
  - ~~a)~~ Free reign
  - b) Laissez faire
  - c) Consultative
  - d) Authoritarian
10. An advantage of internal recruitment is
  - a) Promotion is seen as an incentive to other employees
  - b) Promotion of one may upset others
  - c) Expensive to organization
  - ~~d)~~ There will be new ideas
11. The following is not a type of decision
  - a) Emergency
  - b) Routine
  - c) Debatable
  - d) Short term
12. Outcome of action when making decision is
  - a) Strategic action
  - b) Contingency action
  - c) Administration action
  - d) Operating action
13. Part of performance appraisal which will be filled by the reporting supervisor is
  - ~~a)~~ Performance of the appraisee
  - b) Personal particulars of appraisee
  - c) Employment records of appraisee
  - d) Qualification of appraisee
14. The following is the responsibility of the supervisor
  - a) Build and maintain an efficient organization
  - b) Maintain an effective work force
  - ~~c)~~ Control performance
  - d) Responsible for giving instructions
15. Which is not an important role of agenda of a meeting
  - a) Allows members to know what to expect
  - b) Enables members to prepare
  - ~~c)~~ To make members have less information
  - d) Allows responsibility to be delegated
16. Supervisors' reason for avoiding delegation exclude:
  - ~~a)~~ Desire for shared recognition
  - b) Fear of criticism
  - c) Lack of confidence
  - d) Lack necessary information
17. Purpose of job description is not
  - a) Used for induction
  - b) Serve as basis for performance appraisal
  - c) Disciplining staff

- d) Provide criteria for recruiting
18. The commonest type of communication in management is
- a) Vertical
  - b) Lateral
  - c) Informal
  - d) Grapevine
19. Which is not among early theories of motivation
- a) Maslow's Hierarchy of needs
  - b) Theory X and Y
  - c) Theory Z
  - d) Hawthorne studies
20. Hygiene factors in Herzberg's motivation hygiene theory include:
- a) Good Salary
  - b) Company policies and administration
  - c) Recognition
  - d) responsibility
21. Strategies for effective team development exclude:
- a) Support and trust
  - b) Individual development
  - c) Clear objective
  - d) Make decisions by consensus
22. Disadvantage of team work include
- a) Enhance unity
  - b) Conflicts
  - c) Sustainability
  - d) Saves time
23. Purpose of organizational charts and structure is
- a) Management relationships are visible
  - b) Complex to understand
  - c) Span of control cannot be seen
  - d) Line of communication cannot be seen
24. Common forms of organizations structure is
- a) Product structure
  - b) Geographical structure
  - c) Regional structure
  - d) Functional structure
25. Allowances in Ministry of health do not include
- a) Hardship allowance
  - b) Transfer allowance
  - c) Medical allowance
  - d) Cholera allowance
26. Work ticket contain the following details
- a) Distance of travel
  - b) Engine number
  - c) Chasis number

- d) Allocated department
27. Disciplinary measure taken against officers does not include
- Interdiction
  - Suspension
  - Warning letter
  - Corporal punishment
28. Sources of finances for a health centre does not include
- Private financing
  - Fundraising
  - Treasury
  - Staff salaries
29. The following is not accountable document
- Local purchase order
  - Local service order
  - Budget document
  - Cash book
30. Which is a false statement concerning budget?
- Statement of revenue and expenditure
  - Tool of management
  - Plans of development
  - Only prepared by AIE holder
31. Tier 3 level of health care service delivery include
- Community
  - Dispensary
  - County/District hospitals
  - National Referral Hospitals
32. The following assets cannot be disposed commonly
- Land
  - Old vehicles
  - Surplus stocks
  - Unserviceable stores
33. Non-recurrent expenditure at Health Centre is
- Purchase of drugs
  - Purchase of reagent
  - Purchase of stationeries
  - Construction of perimeter wall
34. A document used in accounting for financial management is
- Work ticket
  - Cheque book
  - Counter requisition form
  - Bin cards
35. Population based health management information system is
- Individual records
  - Resource records
  - Civil records

- d) Service records
36. Quality data should be....
- a) Complete
  - b) Accurate
  - c) Timely
  - d) Not verifiable
37. Systematic process of objectively obtaining and evaluating evidence against set criteria and communicating to interested parties is?
- a) Financial accounting
  - b) Management accounting
  - c) Auditing
  - d) Reporting
38. Role of health managers in health financing is not
- a) Oversight
  - b) Planning
  - c) Implementation
  - d) Presenting budget to president
39. Which of the following is not risk pooling mechanisms
- a) Social health insurance
  - b) National health insurance
  - c) Individuals paying for service
  - d) Community based health financing
40. Main purpose of financial audit does not include;
- a) Detect compliance
  - b) Witch hunt
  - c) Detect fraud
  - d) Detect waste

**SECTION 2: SHORT ANSWER QUESTIONS - (40 MARKS)**

1. Explain five power bases of an effective leader (5 marks)
2. Differentiate between a leader and a manager (5 marks)
3. a) List the steps in the process of policy formulation (3 marks)  
b) State two broad parts of health management information systems (2 marks)
4. Explain Health System Resources (5 marks)
5. Describe an effective delegation process (5 marks)
6. Discuss quality management principles in a health facility (5 marks)
7. What is the purpose of communication in a health system? (5 marks)
8. Highlight advantages of starting sole proprietorship (5 marks)

**SECTION 3: LONG ANSWER QUESTION - (20 MARKS)**

1. Discuss the following
  - a) The role of a clinical officer working at a health facility (10marks)
  - b) Principles of financial management in health service (10marks)

