



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

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

**PAPER: HEALTH SYSTEM MANAGEMENT**

**DATE: 26<sup>th</sup> July, 2021**

**TIME: 3 HOURS (2:00PM – 5:00 PM)**

**INSTRUCTIONS**

1. This paper consists of:
  - Section 1 (40 Multiple Choice Questions)
  - Section 2 (5 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 .....**

**HEALTH SYSTEM MANAGEMENT****SECTION 1****MULTIPLE CHOICE QUESTIONS (40 MARKS)**

1. The right to command or exact compliance in the organization:
  - a) Power
  - b) Authority
  - c) Influence
  - d) Congruence
2. One of the principle advantage of face to face communication is that the recipient of the message is exposed to non-verbal as well as verbal elements:
  - a) True
  - b) False
3. The following styles of leadership are related EXCEPT:
  - a) Authoritarian
  - b) Boss-centered
  - c) Laissez-faire
  - d) Bureaucratic
4. The main schools of management thought are:
  - a) Classical, human resources, systems, contingency
  - b) Classical, human resources, systems, contextual
  - c) Classical, human relations, systems, contingency
  - d) Creative, human relations, systems, contingency
5. Information flows downwards in an organization better than it flows upwards in part because,
  - a) Management controls most of the means of communication within the organization
  - b) Few employees feel they have anything with communicating upward
  - c) Majority of employees are readily receptive to whatever comes down
  - d) Employees know that if they say or ask nothing, management will anticipate their needs
6. Change management requires one to:
  - a) Plan
  - b) Initiate
  - c) Realize
  - d) All of the above
7. Which of the following is true concerning the difference between managers and leaders;
  - a) Managers are appointed
  - b) Leaders may be appointed

- c) Leaders can influence beyond formal authority  
 d) All of the above
8. The need, ability and willingness to pay for a commodity is:  
 a) Desire and supply  
 b) Demand and supply  
 c) Demand  
 d) None of the above
9. The kind of leadership which focusses on majority rule is  
 a) Autocratic  
 b) Paternalistic  
 c) Democratic  
 d) Laissez-faire
10. Monetary remuneration computed daily or hourly is referred to as wage  
 a) True  
 b) False
11. Which of the following is not a kind of change  
 a) Management  
 b) Transitional  
 c) Transformation  
 d) Development
12. Which of the following is not one of the principle components of communication:  
 a) Initiation  
 b) Feedback  
 c) Argument  
 d) Transmission
13. Which of the following is a process that is used by the human resource to evaluate employee's performance:  
 a) Training  
 b) Motivation  
 c) Performance appraisal  
 d) Job analysis
14. Which of the following is true about formal groups  
 a) Are rare in Organizations  
 b) Formed in order to help the organization to achieve specific goals  
 c) Determined according to the need of the laissez faire leaders  
 d) All of the above
15. Which of the following is the aim of emergency response to disasters  
 a) To provide immediate assistance  
 b) To improve health

- c) To support the morale of the affected population  
d) All of the above
16. Project management is concerned with control of activity for a long period of time;  
a) True  
b) False
17. Which of the following is NOT a crucial component of a strategic plan  
a) Vision ✓  
b) Mission ✓  
c) Values  
d) Act of parliament
18. Which one is not a branch of classical approach  
a) Scientific management ✓  
b) Principles of management  
c) Systems approach ✓  
d) Bureaucratic management
19. Project implementation stage begins when you put your project into action:  
a) True  
b) False
20. The other term used to refer to principles of management is administration theory  
a) True  
b) False
21. Which of the following is not a project management principle?  
a) Project life cycle  
b) Project planning ✓  
c) Project objectives ✓  
d) Project constrains
22. In any given organization, the top management are responsible for implementing policies and plans  
a) True  
b) False
23. Controlling is not an operational function of the human resource management  
a) True  
b) False
24. Which one is not an informational role of a manager  
a) Analyzing data ✓  
b) Resource allocator  
c) Dissemination  
d) Spokes person



25. A good leader engages in the following activities EXCEPT:
- Advocacy for important causes ✓
  - Inspiring team members ✓
  - Increasing the turnover of staff
  - Communicating the vision
26. The following are typical activities of emergency response EXCEPT
- Warning ✓
  - Response and relief
  - Search and rescue
  - None of the above ✓
27. The following are managerial skills except
- Technical skills
  - Computer skills
  - Communication skills
  - Informational skills
28. Which of the following is not an approach for dealing with change resistance
- Education and training of employees
  - Participation of employees in the change process
  - Engaging opinion leaders
  - Performance appraisal
29. The primary benefit of management by objective is
- Improve employee satisfaction
  - Resistance against new entrance
  - Avoid competition
  - All of the above
30. An account book which is used to record and monitor expenditure in the Public sector
- Vote book
  - S11
  - Voucher
  - Imprest warrant
31. The kind of leadership which focuses on majority rule
- Autocratic
  - Paternalistic
  - Democratic
  - Laissez-faire
32. which of the following is used as an expression of expected future income and expenses
- Demand
  - supply
  - budget

- d) Wage
33. First step in recruitment process
- Job description
  - Job analysis
  - Performance appraisal
  - Reviewing curriculum vitae
34. Leadership style is a leader's style of providing direction, implementing plans and motivating
- True
  - False
35. Which one is not an advantage of internal recruitment
- Improves morale of employees
  - Enables employees to perform well
  - Creates diversity in work force
  - Provides greater opportunities
36. Which one is not a source of health care financing
- Insurances
  - Community
  - Taxes
  - Waivers
37. Equilibrium is used when supply and demand are equal
- True
  - False
38. Effectiveness refers to optimal utilization of organizational resources with minimal wastage
- True
  - False
39. Who developed the human relations theory?
- Winslow Taylor
  - Elton Mayo
  - Henry Fayol
  - Chester Bernard
40. Which one is not a principle of scientific management theory
- Developing scientific methods for work
  - Scientific selection and progressive teaching
  - Division of work
  - Theory Z

**SECTION TWO: SHORT ANSWER QUESTIONS (40 MARKS)**

1. Explain the different types of plans in project management (10 marks)
2. Discuss the different types and stages of disasters (10 marks)
3. Explain the role of a human resource manager (5 marks)
4. The responsibility of a head of a department is to appraise his staff. Discuss what you understand by the term staff performance appraisal (10 marks)
5. Explain the types of responses to disasters. (5 marks)

**SECTION THREE: LONG ANSWER QUESTIONS (20 MARKS)**

1. You are the in-charge of the health records and information section at the Nyandarua County Referral Hospital. Two members of staff in the section have just retired and the management has asked you to fill their vacant positions. State and explain how you will fill these two positions (10 marks)
2. The Primary focus of disaster management is to mitigate against those disasters which are inevitable. Explain the importance of disaster mitigation. (10 marks)