

KENYA MEDICAL TRAINING COLLEGE



FACULTY OF CLINICAL SCIENCES

DEPARTMENT OF CLINICAL MEDICINE

2017/2018 ACADEMIC YEAR

JULY 2018 FINAL QUALIFYING EXAMINATIONS

For the Award of Diploma in Clinical Medicine and Surgery

PROGRAM: DIPLOMA

Module: HEALTH SYSTEMS MANAGEMENT (HSM)

Time: 3 Hours

Session: Afternoon (02.00 – 05.00 hours)

DATE: MONDAY, 23rd July, 2018

GENERAL INSTRUCTIONS

- 1) Write your examination number in the spaces provided on the answer booklets
- 2) Read instructions on answer booklets and question paper carefully
- 3) Number all questions correctly
- 4) Begin each question on a new page
- 5) Use legible writings
- 6) All cancellations must be clean and complete
- 7) Do not use a pencil except for drawings and illustrations
- 8) Ensure any extra paper(s) used is/are firmly fastened within the booklet

SECTION A – MULTIPLE CHOICE QUESTIONS (MCQs- SBR) – 15%

- This section contains thirty (30) questions
- Each question has four options
- There is no penalty for wrong responses
- Answer the questions on the answer sheet provided by marking "x" against the most correct response for each question as shown in the example below

Q1. Kenya is a unitary state with government(s)

- a) 1
- b) 2
- c) 48
- d) 47

Q1	
a	
b	
c	X
d	

Questions

1. In the government of Kenya, budget refers to the following except
 - a) Broad plans of development
 - b) tool of management
 - c) statement of revenue and expenditure
 - ~~d) Disciplinary tool.~~

2. The following are the reasons why projects fail
 - ~~a) External forces like government policies~~
 - b) Sufficient support of the project
 - c) Focus on results
 - d) Motivated project team members

3. management functions include the following except
 - ~~a) division of labour~~ principle
 - b) organizing
 - c) planning
 - d) controlling

4. the management theory that believes that an average worker is lazy is
 - a) theory Y
 - ~~b) theory X~~
 - c) administrative theory
 - d) management science theory

5. Organization culture is
 - ~~a) Shared values and believes~~
 - b) Shared benefits
 - c) Shared losses
 - d) Shared profits

6. The importance of human rights legislation in human resource management is as follows except
 - a) Protects workers from sexual harassment
 - b) Protects groups from discrimination
 - ~~c) Protects groups from performance~~
 - d) Protects workers from job injuries

7. An organizations reason for being in existence is

- a) strategy
- b) values
- c) Mission
- d) Vision

8. The commonest form of flow of communication is

- a) Vertical
- b) Lateral
- c) Circular
- d) Rectangular

* 9. According to Herzberg;s motivation-Hygiene theory the motivators are the following except

- a) achievement
- b) Salary
- c) achievement
- d) recognition

* 10. the proponent of achievement motivation theory was by ?

- a) Mc Gregory *theory X & Y*
- b) Elton Mayo *Human relation*
- c) McClelland *✓ - need theory*
- d) Maslow *- Hierarchy of needs*

11. Disposal of assets or commodities does not include;

- a) Surplus stores
- b) Unserviceable stores ✓
- c) Old used vehicles ✓
- d) Organization assets

12. Tier 2 of the level of healthcare service delivery in Kenya include;

- National* a) Community
- County/sub county* b) Dispensaries and community ①
- c) County hospitals and community
- d) Dispensaries and health centers

13. The main role of the county health management team is to;

- a) Review progress and action plans
- b) Validate the quality improvement report generated by the health system software
- c) Provide quarterly feedback to hospitals
- d) Coordinate planning and implementation of quality improvement activities within the county.

14. The role of development partners in health care delivery in Kenya;

- a) Mobilize resources and provide technical assistances
- b) Develop strategic plan for health
- c) Offer alternative medicine services ✓
- d) Provide health services to the public. ✓

15. Below are the methods of inventory control except;

- a) Re-order quantity
- b) Stock review
- c) First in first out
- ~~d) Use of push system~~

16. Which of the following is a non-recurrent expenditure in a health center?

- ~~a) Building a ward~~
 - b) Purchase of ambulance fuel ✓
 - c) Purchase of patient's food ✓
 - d) Purchase of non- pharmaceuticals. ✓
- } recurrent

17. The three stages of the change process are:

- a) Unfreezing, adjustment, and refreezing.
- b) Adjustment, unfreezing, and refreezing.
- c) Adjustment, unfreezing, and re-adjustment.
- d) Adjustment, re-adjustment, and unfreezing.

18. The main purpose of an interview is determining

- a) The personality of the applicants.
- ~~b) The degree of fit between the applicant and the demands of the job.~~
- c) Applicants age.
- d) Applicants physical attributes

19. About maternity and paternity leave

- a) It is also referred to as convalescent leave.
- ~~b) Male employees are granted 10 working days paternity leave during the confinement of his legal spouse.~~
- c) The employer/ supervisor have the discretion to approve or disapprove an application for maternity leave.
- d) Female employees are granted maternity leave for a maximum of 60 days without pay.

20. The human rights principles for financing healthcare includes
- a) Financing healthcare should be a public good
 - b) Members should pay at point of access
 - c) Should be centered on income generation and profit making
 - d) It should be based on the needs of the donor.

21. Which is a feature of job specification

- a) Job title
- b) Training and qualification
- c) Job duties
- d) Job summary

22. The disadvantage of using committee in decision making is

- a) Always has a predetermined decision
- b) Is quick in decision making
- c) Is slow in decision making
- d) It is always wrong

23. The reasons why subordinates avoids responsibly includes the following EXCEPT

- a) Lack of self confidence ✓
- b) Positive incentives may be inadequate ✓
- c) Lack of time ✓
- d) The fear criticism for mistakes done. ✓

24. The appropriate leadership style when dealing with highly committed workers who are highly competent is

- a) paternalistic ✓
- b) Autocratic ✓
- c) democratic
- d) laissez-faire ✓

25. In disciplinary process suspension means

- a) Half salary with daily duty
- b) Temporary stoppage of work with no salary pending investigations
- c) Half salary with periodic reporting to work
- d) Daily reporting to work with half salary

26. The following are documents used in accounting for financial management in healthcare

- a) Counter requisition form
- b) Bin cards
- ~~c) Cheque book~~
- d) Work ticket

27. In human resource management one of the following does not explain the need for training and development of employees

- a) Increase efficiency and productivity of the organization
- ~~b) It increases the rate of redundancy~~
- c) Provides an opportunity of growth and self development
- d) Develop positive attitude and behavior pattern

28. Causes of high employee turnover in an health organization includes the following EXCEPT

- a) Nature of job
- b) High wages
- c) Greener pastures
- ~~d) Absence of security in employment.~~

29. The appropriate leadership style when dealing with highly committed workers who are highly competent is

- a) Coaching style
- b) Autocratic style
- ~~c) Supportive style~~
- d) Deleting style

30. The human rights principles for financing healthcare are

- a) Financing healthcare should be a public good
- b) Members should pay at point of access
- c) Should be centered on income generation and profit making
- d) It should be based on the needs of the donor.

SECTION B – MULTIPLE-TRUE-FALSE QUESTIONS (MT-F) – 15%

- This section contains thirty (30) questions
- Each question has five options
- There is a penalty of one mark for every wrong response
- Answer the questions on the answer sheet provided by marking "X" against the appropriate response for either true or false as shown in the example below

Q1. Kenya is a

- a) Unitary state with 48 governments
- b) Federal state with 48 governments
- c) Unitary state with 2 levels of governance
- d) Federal state with 2 levels of governance
- e) Unitary state with 47 federal governments

Q1	T	F
a	X	
b		X
c	X	
d		X
e		X

Questions

1. Which of the following are stages in group formation
 - a) Forming
 - b) Storming
 - c) Norming
 - d) Performing
 - e) Adjourning
2. In Mc Gregors theory of motivation, Theory Y assumes that
 - a) People dislike work
 - b) People require coercion to work
 - c) People are inherently lazy
 - d) People only want security
 - e) People prefer being told what to do
3. What are some of the reasons as to why most institutions seek for ISO certification:
 - a) Prestige
 - b) To be able to document best practices in training
 - c) To provide quality training
 - d) To sell itself/its products internationally
 - e) To get better remuneration for staff
4. Concerning the government budget:
 - a) Estimates are divided into recurrent and development ^{/capital}
 - b) It is presented to parliament once every month
 - c) Preparation of development estimates is the responsibility of treasury
 - d) It must be passed by parliament for any expenditure to be done in that financial year
 - e) Accounting officers are responsible for ensuring that all services which can be foreseen are included in the annual estimates

5. Primary purpose of project evaluation includes
- To provide objective, systematic and comprehensive evidence on achievement of project objectives
 - To identify problems
 - To identify opportunities and exploit them
 - To conceal misappropriation of resources
 - To increase project cost
6. The steps involved in monitoring and evaluation include
- Identifying the objectives
 - Determining the indicators
 - Identifying the methods
 - Performing the data collection only
 - Monitoring and evaluating the process
7. Documents used in stores
- S-5 – stores ledger and stock control card ^{S3}
 - S11- counter requisition and issue voucher
 - S3-petrol, oil and lubricants requisition and issue voucher
 - S15-Stores ledger and stock control card
 - S12-issue and receipt voucher used externally
8. A civil servant is eligible for pension benefits under the following circumstances:
- Age not less than 55 years
 - Retirement on medical grounds
 - On abolition or re-organization of office
 - Resignation
 - Abscondment
9. The benefits of having a duty roster are
- Shows the duties to occur in a time
 - It can be used as a medical legal document
 - Distribution of work fairly to all staffs
 - It is not a tool for punishing workers
 - Is a tool for supervision
10. Factors that influence compensation in human resource management include
- Unionization
 - Employee performance ✓
 - Management policies ✓
 - Kind of job performed ✓
 - Whether you know someone or not ✓

11. situational leaders

- a) provide temporary leadership
- b) is not determined by nature of situation
- c) determined by birth
- d) determined by being in the right place at the right time
- e) determined by strength of personality- *charismatic*

12. main questions asked in SWOT analysis are

- a) what are our strengths
- b) what are our weakness
- c) what are the opportunities available
- d) what do we want
- e) what about yesterday

13. advantages of internal recruitment are

- a) there are no new ideas
- b) promotion of one may upset others
- c) brings change
- d) saves on recruitment costs
- e) is an incentive to others especially in cases of promotion

14. In Herzbergs motivation- hygiene theory , which is/are motivators

- a) Responsibility
- b) Work itself
- c) Advancement
- d) salary
- e) working conditions

15. An organization structure;

- a) Describes the relationship among members of the organization
- b) Describes roles of organizations and relationship to positions held
- c) Encourages efficiency and effectiveness
- d) Promotes coordination in an organization
- e) It determines how organizations operate

16. Health system actors in Kenya are;

- a) Ministry of health
- b) Development partners
- c) NHIF
- d) Alternative medicine practitioners
- e) Individual and household's that ensure care support for their dependents

17. About Grape vine communication,

- a) It is an informal type communication
- b) Is usually inform of memos and letters
- c) Should not be ignored by management
- d) Occurs where communication is poor
- e) It can sometimes be more useful than official communication

18. The following may be some of the problems encountered by human resource managers

- a) Globalization
- b) Technology
- c) Change
- d) diversity
- e) government bureaucracy *red tape*

19. An organisation intends to recruit more staff into its growing industry by the beginning of its financial year. What are some of the considerations they need to factor.

- a) Assess the appropriateness of salary levels for the new employees
- b) Forecasting the organization's needs *identify role*
- c) Preparing job descriptions
- d) preparing job specifications
- e) interviewing the candidates

20. Respond to the following in regard to stages of conflict

- a) Manifest conflict
- b) conflict aftermath
- c) felt conflict
- d) perceived conflict
- e) latent conflict

21. There are various forms of relationships, and in any group the following forms may emerge

- a) Fringe member
- b) Center man
- c) group leader
- d) primary leader
- e) fringe leader

22. Efficiency *resources* refers to the following

- a) getting things done right ✓
- b) doing the right thing *effectiveness*
- c) getting things done through people
- d) Aiming at achieving the greatest possible and measurable output within a given time
- e) Achieving organizational goals that have been set

23. What is an organization structure chart

- a) The titles of positions in an organization
- b) The names of the personnel in the organization
- c) Job descriptions of the existing employees
- d) The flow of an authority from top to bottom.
- e) The process of regular review and updating of the organization's changes

24. Management is considered as an art because of the following reasons

- a) Intuition is a key factor
- b) A manager should be observant
- c) It is a skill
- d) It is not about people's feelings
- e) Does not involve emotions

25. Allocative efficiency in health care financing;

- a) Reduces coverage by essential drugs
- b) involves building more specialised health facilities
- c) Increases wastage
- d) Increases coverage by important public health programs
- e) achieves equity

26. What are some of the wasteful practices in drug management in a health center

- a) poor storage
- b) blind prescription
- c) polypharmacy
- d) Scrutinizing prescriptions
- e) Regular checking of drug registers

27. The following may be causes of losses in stores

- a) Loss through pilverage, burglary or theft
- b) Loss through hazards, eg physical, chemical, and biological exposures
- c) Negligence, incompetence or misconduct of government employees
- d) Deterioration due to aging
- e) Poor hygiene

28. The following are tools and procedures that can be employed to curb the risks and opportunities for corruption within an institution.

- a) Black listing of companies
- b) Involvement of the civil society in decision making process
- c) Awareness raising
- d) Employment of the four eye principle
- e) Performance of risk analysis

29. Regarding delegated authority, scalar chain ^{of command} refers to:

- a) Following the chain of command
- b) Following the unity of command
- c) Bottom up approach
- d) It is a social network which transmits information about people or events that affect the organization
- e) Flow of authority from the top management to the bottom level of management

30. Before an organization awards tenders, the following procedures must be met

- a) advertising for tenders
- b) prequalification of tenders
- c) vetting tender applications
- d) using petty cash
- e) interviewing of applicants

SECTION C – SHORT ANSWER (SAQs)/STRUCTURED QUESTIONS – 30 marks

- This section contains SIX questions
- ATTEMPT all questions

Questions

1. List the five advantages and five disadvantages of delegating duties in management (5 marks)
2. Henry fayol played a key role in evolution of management. List at least ten (10) key principles he gave regarding management (5marks)
3. What is the difference between authority and power (5marks)
4. Define the following (5marks)
 - i. imprest
 - ii. per diem
 - iii. sallary
 - iv. remuneratin
 - v. redundancy
5. Outline the three advantages and two disadvantages of autocratic style of management (5marks)
6. list any 5 challenges that the County Governments face in the Implementation of Health Services. (5 Marks)

SECTION D – LONG ANSWER QUESTIONS (LAQs)– 40 marks

- This section contains TWO questions
- ATTEMPT all questions

Questions

1. The Kenyan government has earmarked four development agendas in focus with the vision 2030, and health is one of these social pillars,
 - a) Enumerate how the government plans to achieve an improved access to health care for all (16 marks)
 - b) list any four sources of health care funding in Kenya (4 Marks)
2. Discuss communication under the following sub-headings; (20 marks)
 - a) Definition
 - b) processes
 - c) Channels of communication
 - d) The barriers that can alter efficiency