

MEDWAX PUBLISHERS

TEST YOUR HEALTH SYSEM MANAGEMENT



COMPILED BY:
SULEIMAN NDORO JNR(DR AUDI)
CONSTANCE WUGHANGA

TEST YOUR HEALTH SYSTEM MANAGEMENT

**BY
MEDWAX PUBLISHERS**

FIRST EDITION

**COMPILED BY:
CONSTANCE WUGHANGA
SULEIMAN NDORO JNR
(DR AUDI)**

PREFACE

TEST YOUR HEALTH SYSTEM MANAGEMENT (HSM) is primarily meant for undergraduate students in medical school.

The main objective of this book is to help students review their knowledge of HSM acquired through standard textbooks. Health System Management is one of the essential subjects in the clinical areas and a sound knowledge of it is important for anyone in medical school. This book comprises of questions compiled from various universities and colleges and is designed to help students in their revisions and provide them with a feedback on their progress and an opportunity to improve.

This book has 7 test papers and each test paper consists of three sections: Section A has 30 True/False Questions and Section B consists of essay questions worth 50 Marks.

Students of HSM will find this book useful. A quick perusal of the questions will provide evidence that the book intends to stimulate reasoning. Suggestions and criticism about the book are welcomed.

SULEIMAN NDORO JNR (DR AUDI)
CEO, MEDWAX PUBLISHERS

DEDICATION

We dedicate this book to all students of HSM.

ACKNOWLEDGEMENT

It is deep pleasure to acknowledge with deep appreciation to all those who extended their co-operation and resources during the preparation of this book.

These include Constance Wughanga and Suleiman Nodoro Jnr (Dr Audi). Final acknowledgment goes to the whole team of Medwax Corporation Africa Ltd.

TEST PAPER 1

INSTRUCTIONS

This paper consists of SECTION A and SECTION B.

Section A consists of 30 True/False Questions
Section B consists of essay questions.

SECTION A

1. The sources of government revenues include:-

- A. Taxes.
- B. Sale of government assets.
- C. Court fines.
- D. Internal borrowing from treasury bonds/bills.
- E. User fee charges.

2. The common time wasters in controlling functions of management include:-

- A. No co-ordination/team work.
- B. Inability to say 'NO'.
- C. Lack of self discipline.
- D. Doing it myself.
- E. No standards

3. Which stage of group development is characterized by confrontation, disagreement and conflict among the members regarding the roles and duties to be shared out:-

- A. Forming.
- B. Norming.
- C. Performing
- D. Adjourning/mourning.
- E. Storming

4. The different ways in which we can communicate or receive a message include:-

- A. Silence
- B. Actions
- C. Mannerism
- D. Sight
- E. Listening

5. The following statements refer to cash book as a financial document:-

- A. Reflects a record of actual payments and receipts of cash.
- B. Reflects the money deposited and paid out in the bank.
- C. Controls and monitors the cash deposited in the bank.

- D. Should be written and balanced daily.
- E. Ensures compliance with procumbent procedures and regulations.

6. An agenda is important in any meeting because:-

- A. It will allow members to know what to expect.
- B. It will enable members to prepare.
- C. It will provide order for dealing with issues.
- D. It will facilitate responsibility of members.
- E. It will allow responsibility to be delegated.

7. The reasons for planning in an organization include:-

- A. To project profitability of organizational operations.
- B. To face competition as a marketing strategy in order to survive in competitive environment.
- C. To propose new investment in order to venture into new product or service.
- D. To promote corporate image by initiating projects for the public to benefit.
- E. To monitor results and compare them with the standards.

8. In the Government of Kenya, budget refers to a:-

- A. Financial plan or statement of revenue and expenditure.
- B. Detailed plan outlining the acquisition and use of financial and other resources over a given period of time
- C. Broad plan
- D. Basis for budgetary control
- E. Tool of management

9. Which of the following accountable documents is used for ordering goods from the stores for use in the department?

- A. S10
- B. S11
- C. S13
- D. S14
- E. S3

10. Which body is responsible for regulating training, registration and licensing of Clinical Officers?

- A. The Kenya Medical Training College.

- B. Medical Practitioners and Dentist Board.
- C. The Kenya Clinical Officer's Council
- D. The Clinical Officer's Association of Kenya.
- E. The Ministry of Medical Services

11. Push system, in logistics management refers to:-

- A. The total time it takes a product to get from the top of pipeline to the customer.
- B. The amount of time between placing the order and receiving the commodities in your store ready for use.
- C. The amount of stock by name below which a store/warehouse should not fall in order normal circumstances.
- D. A distribution system where the higher-level facilities determine the quantities to order for the lower-level facilities.
- E. A distribution system where the lower level facilities decide how much they require and when, and pulls the products down.

12.The benefits of good planning include:-

- A. The planning efforts are formalized.
- B. Definite smart objectives and goals are well set with the standards.
- C. Effective co-ordination of resources are achieved.
- D. Revising and adjusting control results and changing conditions.
- E. Monitoring results and comparing

13.What is a formal communication?

- A. The transfer of information which takes place outside the formal channels of communication.
- B. Refers to information sent by managers and supervisors to their work groups through memos, policies, instructions e.t.c.
- C. The flow of information between peer groups in an organization
- D. Refers to information sent to the managers through work groups and advocates for participative management
- E. The information that is usually written and flows through the lines of authority in the organization.

14.The reasons why subordinates avoid responsibilities include:-

- A. Lack of self confidence

- B. Positive incentives may be inadequate
- C. Lack of time
- D. The fear for criticism for mistakes
- E. Lack of trust

15. The various problems that make implementation plan difficult include:-

- A. Weakness in planning involving the incompatibility of paper plans with practical realities.
- B. Lack of resources including delay in supply of materials and lack of manpower.
- C. Planning without plans where there are no grounds plans to guide implementation.
- D. Promoting the corporate image by initiating a project for public to benefit.
- E. Facing competition by appraising its marketing strategy for survival in a competitive market.

16. Authority in management refers to:--

- A. The act of getting things done through other people
- B. The right to decide and direct others to take action.
- C. Institutionalized power
- D. The right to give commands
- E. The flow of authority from top to bottom and requires performance or obedience.

17. The following factors will motivate individual worker in an organization:-

- A. Participation in planning.
- B. Recognition and status.
- C. Opportunity for advancement.
- D. Policy and administration of the organization.
- E. Lack of control over work environment.

18. Decision making process involves:-

- A. Developing, evaluating, implementing the chosen alternatives, identifying a problem, and making a feedback.
- B. Identifying problem, developing, evaluating implementing the chosen

alternatives and making a feedback.

C. Identifying a problem, implementing the chosen alternatives, evaluating and obtaining the feedback.

D. Implementing, evaluating, developing, identifying the problem and obtaining the feedback.

E. Developing, identifying a problem, evaluating, implementing the chosen alternatives and obtaining a feedback.

19.The objectives of communication includes:--

A. To inform others

B. To get others to think or act the way we want them to think or act.

C. To ask and answer questions

D. To listen to others

E. All of the above.

20.The strategic planning is a long term process which encompasses the following management functions:-

A. Planning

B. Implementation

C. Monitoring

D. Evaluation

E. Policy decision making.

21.The minimum stock level in stock management refers to:-

A. The amount of stock by name below which a store/warehouse should not fall in order of normal circumstances.

B. The quantity of stock on hand at a given period, which is determined by a physical count.

C. Amount of commodities by name between maximum and minimum stock levels.

D. The amount of commodity by name above which the store/warehouse stock level should not exceed under normal circumstances.

E. The amount of time between placing the order and receiving the commodities in your store ready for use

22.Organizational barriers that work against effective teams include:-

A. The use of subordinate and superior terms in policy manuals.

- B. Use of parking bays.
- C. Classifying workers as professional or non-professional.
- D. Use of separate payroll for hourly and salaried employees.
- E. Fear of becoming redundant and eventual loss of the job.

23. The following statements refer to cash book as a financial document:-

- A. Reflects a record of actual payments and receipts of cash.
- B. Reflects the money deposited and paid out in the bank.
- C. Controls and monitors the cash deposited in the bank.
- D. Should be written and balanced daily.
- E. Ensures compliance with procumbent procedures and regulations.

24. Regarding time management, the following statements may be applicable:-

- A. Time use is a skill, like any other
- B. Time is scarce, it ticks on
- C. Time is unique resource you cannot rent, hire or buy
- D. Lost time, lost for ever
- E. All people have equal time

25. A person with high need for power seeks to increase or influence or control others tends to be characterized by:-

- A. Enjoying parties and social activities.
- B. Enjoying confrontation with others.
- C. Competing with others in situation that allows him to dominate.
- D. Acquiring, exercising and retaining power or influence over others.
- E. Desiring concrete feedback on performance.

26. The following statements refer to oral methods of communication:-

- A. Emotional tones
- B. Reports, memos, printouts etc
- C. Meetings of one kind or another
- D. Conversation which conveys body language as well as words
- E. It is most effective when immediate feedback is needed

27. An agenda is important in any meeting because:-

- A. It will allow members to know what to expect.

- B. It will enable members to prepare.
- C. It will provide order for dealing with issues.
- D. It will facilitate responsibility of members.
- E. It will allow responsibility to be delegated.

28. The reasons for planning in an organization include:-

- A. To project profitability of organizational operations.
- B. To face competition as a marketing strategy in order to survive in competitive environment.
- C. To propose new investment in order to venture into new product or service.
- D. To promote corporate image by initiating projects for the public to benefit.
- E. To monitor results and compare them with the standards.

29. Characteristics of a manager include:

- A. Influence others toward goal setting
- B. Appointed officially
- C. Have power and authority to enforce decisions
- D. Interested in risk taking and exploring new ideas
- E. Relate to people according to their role

30. Merits of division of labor include:

- A. Increases efficiency
- B. Leads to specialization
- C. Occupational accidents
- D. Psychological trauma
- E. Increases productivity

SECTION B

1. Define the following terms:
 - a) Health system (2 marks)
 - b) Health care system (2 marks)
 - c) Health system strengthening (2 marks)
2. Outline the ways to deal with resistance to change (10 marks)
3. Cite 10 acts of parliament that affect health (10 marks)

TEST YOUR HSM

MEDWAX PUBLISHERS

4. Mention the dimensions of quality (10 marks)
5. Name and explain the different types of budget (10 marks)
6. State the attributes of a health system (4 marks)

TEST PAPER 2

INSTRUCTIONS

This paper consists of SECTION A and SECTION B.

Section A consists of 30 True/False Questions

Section B consists of essay questions.

SECTION A

1. The following are categories/types of health care services:-

- A. Promotive
- B. Preventive
- C. Paediatric surgery
- D. Eating nutritious food
- E. Curative

2. The following are part of preventive health care activities:-

- A. Immunization
- B. Enforcing appropriate and safe building bylaws
- C. Doing Pap Smears and Mamography on women over 30 years of age every year
- D. Completing the prescribed treatment course for PTB
- E. Going up 4 flights of stairs instead of taking the lift

3. The following are some of the roles of the headquarters officers in the Ministry of Health (both):-

- A. Policy development
- B. Ensuring that the Meru District Operating Theatre is equipped
- C. Developing Quality Control Instruments and Indicators
- D. Training of Health Manpower
- E. Ensuring that the East African Portland Cement Factory does not cause air pollution in Athi River

4. The Clinical Officer In-charge at Tiwi Health Centre ensures that:-

- A. All nurses come to work on time
- B. Sacks the OPD cleaner who steals a mop
- C. Medical supplies are ordered and received on time to avoid stock outs
- D. Beats thoroughly any patient who insults the OPD nurse
- E. Any outbreak of cholera in his area is quickly reported to the District Medical Officer of Health for action

5. These services are available at level 4 Health Facility:-

- A. Diagnostic Laboratory services for Malaria, gonorrhoea, PTB, intestinal worms, etc.
- B. Effective delivery services for mothers

- C. Radiotherapy for cancer of the uterus
- D. Metal plating for fractures
- E. Effective treatment for common illnesses

6. Below are some of the Health Organization/Institutions in Kenya:-

- A. Hospitals
- B. Medical schools
- C. COTU
- D. KEMRI
- E. Radiation Protection Board

7. These are some of the health service regulatory organizations/bodies in Kenya:-

- A. Clinical Officers' Council
- B. Medical Practitioners' and Dentists' Board
- C. National Hospital Insurance Fund
- D. Nurses' Council of Kenya
- E. Clinical officers' Association

8. The following are Medical-Legal documents:-

- A. Police-3 Form (P3 forms)
- B. Medical Board Reports
- C. Post Mortem Report
- D. Birth Notification Form
- E. A referral letter from the clinical officer In-charge to the district paediatrician

9. A Health Worker can release a patient's confidential Medical Records only to:-

- A. The parents if they demand them
- B. The donor who foots the patient's medical costs
- C. A recognized court of law if demanded
- D. A Police Officer of the rank of Inspector in a criminal matter
- E. The wife if she insists that she must know what her husband is suffering from

10. The following fall under the category of Sexual Assault crimes:-

- A. Defilement
- B. Touching a woman's breasts without her consent
- C. Greeting a man on the street
- D. Exposing one's nakedness in a public place
- E. Making consensual love in a car parked on the roadside

11. Values of ideal health care system: -

- A. Solidarity
- B. Responsibility
- C. Subsidiarity
- D. Equity
- E. Transparency

12. Strategies for conflict resolution: -

- A. Competition
- B. Collaboration
- C. Avoidance
- D. Accommodation
- E. Compromise

13. Steps to manage team conflict: -

- A. Clarity and identify the cause of conflict.
- B. Determine the common goal
- C. Determine optimum
- D. Determine solution that everyone can accept
- E. Acknowledge solution

14. The group type that is determined by the organization chart is the _____ group.

- A. Work
- B. Command
- C. Social
- D. Job
- E. Authority

15. Most people assume that a clinical officer in charge of health centre should behave in a respectful manner, and not show any favouritism to

any particular group, and do their best to uphold the law. What term is used for this kind of belief?

- A. A role perception
- B. A role expectation
- C. A norm identity
- D. A norm
- E. A norm violation

16. People who control the outcomes of a group through their power tend to be perceived as _____.

- A. Low status
- B. High conformists
- C. Deviants
- D. High status
- E. Highly anonymous

17. Your organization is considering the use of team decision making. You have read the literature on decision making and are trying to inform your manager about the advantages and disadvantages of group decision making. You should expect a weakness of group decision making to be _____.

- A. Employees will be less accepting of the group decision
- B. Less complete knowledge
- C. More time will be used to make the decision
- D. Decreased risky shift
- E. The decision will probably be a lower-quality decision

18. Your managers are located in Tanzania, Kenya, and south Sudan. Which group decision-making technique seems most reasonable for your situation?

- A. A brainstorming session
- B. An interacting groups method
- C. An electronic meeting
- D. A nominal group
- E. A postal service interaction

19. Which of the following helps explain the current popularity of

teams? Teams _____.

- A. Are a way to better utilize employee talents
- B. Promote socialization
- C. Are easier to manage
- D. Are very efficient
- E. Are less expensive

20. Your company has recently landed a contract to design and manufacture a new state-of-the-art X-Ray equipment. This will be a very complex project, requiring many different types of skills. Which of the following types of teams is most suited for the project?

- A. Cross-functional
- B. Virtual
- C. Self-managed
- D. Problem-solving
- E. Task-resolution

21. Teams require individuals with high scores on all of the following personality characteristics except

- A. Agreeableness
- B. Extroversion
- C. Emotional stability
- D. Conscientiousness
- E. Introversion

22. You find that in a team situation you prefer to be the one who examines details and is concerned with enforcing rules and regulations. Your role is that of the _____.

- A. Promoter
- B. Maintainer
- C. Resource allocator
- D. Linker
- E. Controller

23. _____ defines how job tasks are formally divided, grouped, and coordinated.

- A. Work specialization

- B. Organizational structure
- C. Organizational behavior
- D. Departmentalization
- E. Matrix departmentation

24. Your physician has advised you to take a series of medications. You comply because of her _____ power.

- A. Formal
- B. Expert
- C. Information
- D. Referent
- E. Personal

25. Activities that influence the distribution of advantages and disadvantages within an organization are known as _____.

- A. Political behaviours
- B. Interactive initiatives
- C. Human resources
- D. Sexual harassment
- E. Influential power moves

26. When one party is willing to sacrifice in order to maintain the relationship, this type of intention is called _____.

- A. Accommodating
- B. Competing
- C. Compromising
- D. Collaborating
- E. Sacrificing

27. Conflict is constructive when it _____.

- A. Encourages curiosity among group members
- B. Improves the quality of decisions
- C. Stimulates creativity and innovation
- D. Fosters an environment of self-evaluation and change
- E. All of the above

28. Conflict is dysfunctional when it _____.

- A. Provides a means for expressing frustration
- B. Leads to change
- C. Reduces group cohesiveness
- D. Provides a medium to release tension
- E. Fosters an environment of self-evaluation

29. In the recruitment of staff, a good advert should contain:

- A. Organization activities
- B. Location
- C. Salary expectation
- D. Job title
- E. Job description

30. In management, subordination of individual interest in an organization requires that:

- A. Interests of the group override that of an individual whenever the two are in conflict
- B. Staff's personal needs should be met using organization's time
- C. Interests of the organization must take priority
- D. An employee's personal needs should be met using material from the organization
- E. One should not misuse funds, vehicles etc for individual needs

SECTION B

1. Enumerate the functions and responsibilities of a Clinical Officer in charge of a health centre
2.
 - a) What is cost sharing?
 - b) How is the money spent by the health facility?
 - c) Who are the contributors to cost sharing?
3.
 - a) Which are the four kinds of resources that a manager is supposed to have?
 - b) Explain why expendable equipments must be controlled.
4. A manager usually assesses the achievements of results and economic use

of resources.

a) Which are the two types of evaluation processes that are commonly carried out?

b) When should the monitoring processes be carried out?

5. State 10 (ten) factors hindering team work in an organization

6. Explain the importance and uses of records in the Health Sector Services

TEST PAPER 3

INSTRUCTIONS

This paper consists of SECTION A and SECTION B.

Section A consists of 30 one answer MCQs.

Section B consists of essay questions.

SECTION A

1. Budgeting:

- A. Is a process of costing input activities into monetary terms
- B. Recurrent costs are not important in budgeting
- C. Capital costs are often ignored especially if an asset has a lifespan of more than one year
- D. Is a process of costing input and output activities into monetary terms

2. The following are types of budgeting:

- A. Line-item budgeting
- B. Program budgeting
- C. Performance budgeting
- D. Long-term budgeting

3. Tools for monitoring comprise:

- A. Supervision reports
- B. Programme Progress reports
- C. ITMIS Periodic reports
- D. Project Plan of Action

4. Specificity of an indicator in Health Services implies:

- A. Indicator actually measures what it is supposed to measure
- B. That if different people use the indicator at different times and under different circumstances, the results will be the same
- C. That the indicator should pick changes in the situation or phenomenon concerned
- D. That the indicator reflects changes only in the situation or phenomenon concerned

5. Sources of Health Sector Service Fund:

- A. Grants and donations
- B. Monies received by user charges
- C. Usually monies appropriated by parliament are excluded
- D. Income generated from proceeds of fund

6. Payments from Health Sector Service Fund:

- A. Is in respect to expenses incurred in the wards only
- B. Receipts, earnings, accruals and balances of the Fund are paid into a Consolidated Fund at the end of each Financial year
- C. May be used to support capacity building in management of health facilities
- D. Is not used to provide rehabilitation and equipment of health facilities e.g. Ambulances

7. Which of these committees run Health Sector Surface Fund?

- A. PHMC
- B. DHMC
- C. KeMRI
- D. Committee on Health of Parliament

8. National Services Committee of Public Health Service Fund:

- A. Has a Chairman appointed by the Public Service Commission
- B. The Permanent Secretary in the Ministry of Planning is a member
- C. The Permanent Secretary in the Ministry of Health is a member
- D. The Director of Medical Services is the Secretary

9. Qualifications of Chairman of the National Services Committee:

- A. Minimum of 10 years' experience in Financial, Business and Economic Management
- B. Hold a University degree
- C. Must be a Civil Servant
- D. Must have a University degree in a Health-related field

11. The composition of the District Health Facilities' Management Committee:

- A. Has a total membership of 9
- B. DC of the area is a member
- C. 3 persons are nominated by a Community-based organization
- D. Tenure of members is 2 years

12. Appraisal systems exist:

- A. To improve organizational efficiency
- B. Workers earn appropriate rewards

- C. Workers develop their full potential
- D. To make sure organizations pay the right Tax to the Revenue body

13. Appraisal systems have the following components:

- A. Reward-punish component
- B. Monitoring review component
- C. Performance review component
- D. Potential review component

14. Prior to an interview, the Appraiser must prepare the correct and relevant documentation:

- A. Comments from clients, customers, Employment file
- B. Peer Assessment report
- C. Job description
- D. General personal attitude of the Appraised

15. The Appraisal interview methods often used:

- A. Tell and sell method
- B. Tell and re-examine method
- C. Tell and listen method
- D. Problem-solving method

16. The levels of culture in an organization according to Schein are:

- A. Artifacts e.g. the way people dress
- B. Espoused values e.g. slogans
- C. Diversity
- D. Technological advancement

17. Handy describe task culture:

- A. Where nothing is allowed to get in the way of completing the task
- B. May create high levels of stress
- C. Quality of task is increased, in the effort to get the job done
- D. People feeling that their individual needs are surpassed by the need of the task, may be disadvantaged

18. Which of the following statements best describes the classical approach to Management?

- A. No one best approach
- B. Communication should be encouraged
- C. One best approach
- D. An employee is considered an input to the organizational system

18. Paradigms of Global Health include:

- A. Health as a human right
- B. Public health as a public good
- C. Public health as economic development
- D. Public health as political tool

19. Access to health care can be measured in several ways, including:

- A. Routine statistics,
- B. Specialized survey
- C. Stratified sampling of a common basket of procedures.
- D. Random sampling of population

20 The money that is spent on Health Care comes from:

- A. Employer's taxation (through direct or indirect taxes).
- B. Social Insurance contributions (compulsory levies on wages),
- C. Private health insurance premium,
- D. Direct charges to patient

21. The Millennium Development Goals (MDGs):

- A. There are eight goals and 24 indicators
- B. Halve the proportion of people living on less than \$1 a day
- C. Target 3 Reduce by three-quarters the under-five mortality rate
- D. Target 5 Reduce by two-thirds, between 1990 and 2015, the maternal mortality ratio

22. The optimal health stock can be impacted by:

- A. Age,
- B. Wages
- C. Education.
- D. Government intervention

23. In Economic evaluation of health:

- A. In cost-benefit analysis (CBA), costs and benefits are both valued in cash terms.
- B. Cost effectiveness analysis (CEA) measures outcomes in ‘natural units’,
- C. Average cost-effectiveness ratio (ACER) is not used in Cost-effectiveness Analysis
- D. Cost-utility analysis (CUA) measures outcomes in a composite metric of both length and quality of life, the Quality-adjusted life year (QALY)

24. Health care:

- A. Refers to those resources society uses in an attempt to cure them or to care for people in ill health.
- B. Care is concerned with improvement of health, qualitative purpose not justified by outcomes
- C. Cure Provide dignity for sick people.
- D. Intervention to reduce risk is called cure

25. NHIF:

- A. Is regulated by NHIF Act No 9 of 1998.
- B. The Fund’s core mandate is to provide medical insurance cover to all its members.
- C. The NHIF membership is open to all kenyan who have attained the age of 18 years and years and have a monthly income of more than Ksh 5000.
- D. NHIF has 47 fully autonomous branches across the country.

26. In Medical practice:

- A. Any treatment to which a patient has not consented is a battery.
- B. P3 form is used to determine the nature and extent of bodily injury sustained by a complainant in assault cases.
- C. Section B of P3 is completed in cases alleged sexual offences only.
- D. Autopsy is carried out only when the cause of death may be a criminal matter

27. Euthanasia:

- A. Is “the intentional termination of a life by another at the explicit request of the person who dies,”
- B. Passive euthanasia is where the patient is put to death by a direct action

of the physician.

- C. In active euthanasia, something is done to end the patient's life
- D. Passive euthanasia, something is not done to keep the patient alive.

28. The best and most productive Health care employees likely to be

- A. The least costly in terms of recruitment and employment costs
- B. A matter of 'pot luck' in terms of recruitment decision
- C. The most costly to employ
- D. Have no bearing on recruitment and selection costs

29. What is the meaning of the term 'gross misconduct' in the context of Hospital disciplinary procedures?

- A. Breaches of standards and rules that are serious and unacceptable in any circumstances
- B. Stealing Hospital property
- C. Being repeatedly late for work
- D. Absence without leave

30. 360% feedback involves appraisals by:

- A. Line manager's
- B. Subordinates'
- C. Superiors'
- D. Anyone who is directly in contact with the appraisee

SECTION B

1. With regard to delegation

- a) What is delegation? (2 marks)
- b) State six factors affecting delegation (3 marks)
- c) Explain five reasons a supervisor would avoid delegation (5 marks)

2. Concerning a job description

- a) What is a job description? (2 marks)
- b) State the components (3 marks)
- c) Explain the purpose(s) (4 marks)

3. a) Define the term Management (2 marks)
b) How similar or different are the functions of Leadership and Management? (8 marks)
4. a) Name 3 theories of Motivation. (3 marks)
b) List 4 types of Groups/Teams. (4 marks)
c) Give 3 reasons why people join Groups. (3 marks)
5. Two members of your staff have developed the habit of reporting on duty late. One is a 50 year old laboratory technician, and the other is a 20 year old nurse. As the in-charge of the health centre, how would you handle their cases. (10 marks)

TEST PAPER 4

INSTRUCTIONS

This paper consists of SECTION A and SECTION B.

Section A consists of 30 one answer MCQs.

Section B consists of essay questions.

SECTION A

1. A female Clinical Officer under employment Act 2007: -

- A. Is entitled to 60 days of Maternity Leave
- B. Is entitled to 3 months maternity leave without pay.
- C. On expiry of maternity leave, the female employee is entitled to return to the job which she held immediately prior to her maternity leave.
- D. On expiry of maternity leave may proceed on annual leave with consent of employer.

2. The director of work injury benefits under work injury Act 2007 to perform the following functions: -

- A. Register of employers.
- B. Ensure that all employers insure their employees.
- C. Ensure that all workers are compensated in accordance to the Act.
- D. Receive reports but does not investigate accidents.

3. In the Health Act of Kenya, Central Board of Health: -

- A. Has its seat at Nairobi only.
- B. Permanent Secretary is the Chairman of the Board.
- C. Comprises of at least 3 Medical Practitioners.
- D. A statutory engineer is a member of the Board.

4. The Vision 2030, in relation to health: -

- A. The government will restructure the health delivery system.
- B. Shifts the emphasis from curative to promotive.
- C. Abolishes preventive services.
- D. Aims to reduce disease burdens.

5. Sources of funds for health card in Kenya: -

- A. Out of pocket.
- B. Non-mandatory Insurance contribution.
- C. Donations
- D. Taxes.

6. A level III facility in Kenya: -

- A. Clinical Officer is in charge.

- B. Is a Dispensary.
- C. Offers curative and maternal services.
- D. Has a minor emergency ward for admissions.

7. National Hospital Insurance Fund (NHIF): -

- A. Is a state parastatal.
- B. Collects contributions from all Kenyans earning an income of Kshs.5,000.00 per month.
- C. Pays hospital benefits out of the members' contributions to members only.
- D. Accredited and contract hospitals.

8. Some procedures require written consent from patients. These include: -

- A. Surgery.
- B. Some diagnostic tests.
- C. Treatment of minors.
- D. Doing emergency caesarean section to a mother in ectopic pregnancy.

9. In relation to statues of health care in Kenya: -

- A. Only 60% of Kenyans xxx with 4 kms of a functions facility.
- B. There are 109,000 facilities in Kenya.
- C. Only 2,000 doctors out of 6,000 work for the government.
- D. 40% of Kenyans do not seek care when sick due to cost.

10. Privileged communication: -

- A. Is kept confidential and only share with members of the health care team
- B. Cannot be given to a third party under all circumstances.
- C. Communicable disease is exempt by law and won't be reported.
- D. Assault births and deaths are not exempted by law.

11. When medical officers of health consider their human capital they would define them as: -

- A. Rare
- B. Scarce
- C. Not easily imitated
- D. Not easily substituted

12. When creating a staffing plan, hospital should:

- A. Assess current staff and figure out who will probably leave
- B. Consider the historical turnover rate
- C. Fully understand the competitive environment
- D. Attempt to shift resources where they will be best utilized

13. Aim of commodity management:

- A. The right quality
- B. Right quantity of supplies
- C. At the right time
- D. At the right place

14. Four basic needs of commodity management:

- A. To have adequate materials on hand when needed
- B. To pay the highest possible prices, consistent with quality and value requirement for purchases materials
- C. To maximize the inventory investment
- D. To operate efficiently

15 Keiretsu Networks:

- A. A middle ground between few suppliers and Horizontal integration
- B. Supplier becomes part of the company coalition
- C. Often provide financial support for suppliers through ownership or loans
- D. Members expect short -term relationships and provide technical expertise and stable deliveries

16. Central Board of Health, according to Public Health act:

- A. Director of Medical Services is the secretary.
- B. A sanitary engineer,
- C. A chairman appointed by Minister
- D. At least three members must be medical practitioners

17. Health public policy:

- A. Is a concept promoted by WHO
- B. Its meant to highlight the potential impact that all private sector policies can have on health
- C. Is undertaken to achieve general health care goals within a society.

D. The three major aspects of health care policy involve: Services provided, Organization and delivery of those services, and the financing of services.

18. Which one of the following statements of Management was identified by Fayol?

- A. Control
- B. Motivation
- C. Communication
- D. Compromise

19. If a Manager justifies an instruction to a subordinate by saying “because I am your Superior”, which of the following bases of authority is the Manager relying on?

- A. Functional
- B. Staff
- C. Line
- D. None of the above

20. A team:

- A. Is an informal group
- B. Has a leader
- C. Has no distinctive culture
- D. Geared towards a final result

21. A group:

- A. There is more openness and trust
- B. Objectives may be modified
- C. Conflict is worked out
- D. Decisions are by consensus

22. The Tuckmans’ stages of group development:

- A. Forming
- B. Storming
- C. Dorming
- D. Forging

23. Which one of the following is an intrinsic reward?

- A. Extra holiday entitlement
- B. On-the-job training of new recruits
- C. Bonus payment
- D. A company car

24. The objectives of reward management are:

- A. To get rid of unsuitable employees
- B. Control levels of employee performance
- C. To comply with legislation and regulation
- D. Attract and retain obedient employees

25. Organizations carry out external analysis as part of their strategic planning:

- A. Political factors
- B. Technological factors
- C. Competitive factors
- D. Economic factors

26. The Health and Safety Law is concerned with eliminating risk:

- A. Employees have a responsibility over his or her own health and safety
- B. Employees have the duty to cooperate with Health Officers carrying out duties
- C. Employers have no role to play in the investigation of accidents
- D. The responsibility for health and safety is on both the employer and employee

27. Possible implications of corruption to delivery of healthcare:

- A. Loss of assets
- B. Misuse of assets
- C. Financial difficulties
- D. Collapse of organizations

28. The Health Law in Kenya includes:

- A. Human Tissues Act; Chapter 242
- B. Malaria Prevention Act; Cap 248
- C. Clinical Officers' Council Act; Cap 252
- D. Public Health Act; Cap 242

29. In the following situations, Medical Ethics are not important considerations:-

- A. Discussing a patient with a colleague on the management
- B. Disclosing the death of a loved one to the relatives
- C. Doing a vaginal examination on a woman with PID
- D. Romantic relationship with a colleague in the same ward

30. In the Evaluation of the Division of Malaria Control Programme of Case Management and Control of Malaria 2008, the following are some of the indicators:-

- A. Cases of Malaria diagnosed by the Laboratory Microscopy
- B. Number of pregnant mothers on the (FANC) Focused Ante Natal Care and Malaria Prophylaxis
- C. Number of full doses of AL given
- D. Number of Frontline Health Workers trained on the Programme

SECTION B

1. a) What is meant by “Health Economics?” (2 marks)
b) Outline the methods of conducting economic evaluation of a health intervention. (8 marks)
2. Briefly explain how income can determine health of a community. (10 marks)
3. Outline the main causes of un-equal access to health care. (10 marks)
4. Outline the number different methods of raising health care funds. (10 marks)
5. With regard to medical practice and law in Kenya
 - a) Define the following terms
 - i) Ethics (1 mark)
 - ii) Medical ethics (1 mark)
 - iii) Professional ethics (1 mark)
 - iv) Professional negligence (1 mark)

b) State four scenarios of professional negligence practices in the practice of medicine in Kenya (2 marks)

c) Identify four medical-legal issues in the practice of medicine in Kenya (4 marks)

TEST PAPER 5

INSTRUCTIONS

This paper consists of SECTION A and SECTION B.

Section A consists of 30 True/False Questions

Section B consists of essay questions.

SECTION A

1. Functions of management include:

- A. Chain of command
- B. Organizing
- C. Unity of direction
- D. Orderingg
- E. Delegating

2. Characteristics of the control process:

- A. It anticipates problems and takes preventive action
- B. Employees often view it positively
- C. It is cyclical (never finished)
- D. It leads to identification of new problems
- E. Corrective actions also entail follows-up on problems

3. In group formation, during storming stage:

- A. There is nervousness
- B. Leadership is not accepted
- C. Roles are distributed
- D. There is power struggle
- E. There is uncertainty of purpose

4. Industrial Enterprise can involve:-

- A. Selling dry maize in a roadside kiosk
- B. Making, packaging and marketing Mango juice
- C. Selling mitumba on a mobile basis
- D. Manufacture of computer parts and marketing them
- E. Making Diesel fuel out of Jatropha seeds

5. Which of these can be categorized as industrial raw materials:-

- A. Limestone in cement manufacture
- B. Chicken in the making of chicken and chips
- C. Medicines in a clinic
- D. Cotton wool in textile industry
- E. Sand in the construction industry

6. Three of the following are important steps in strategic planning and

management:-

- A. Being strategic
- B. Deciding and defining clearly the objectives and goals
- C. Planning methodologies to be used and strategies to be adopted for the achievement of the objectives and goals
- D. Executing the implementation of the plan meticulously
- E. Celebrating when all is done

7. Objectives have to be:-

- A. Good
- B. Specific
- C. Measurable
- D. Achievable
- E. Realistic and time-bound

8. In the analysis for strategic management, the SWOT analysis is a key component. It includes:-

- A. Sweetness and shrewdness
- B. Strengths
- C. Weaknesses
- D. Opportunities
- E. Threats

8. In evaluation of projects/programmes, indicators are very important. They require to be:-

- A. Clear and good
- B. Simple
- C. Reliable
- D. Sensitive
- E. Valid

9. These are some of the areas where medical thics must be observed and applied:-

- A. Slaughtering goats at Ongata Rongai Abattoirs
- B. Medical research on human beings
- C. Organ transplants in human beings
- D. The treatment of the unknown, unconscious patients

E. Examining a patient with complaints of leg pain

10. In the following situations, Medical Ethics are not important considerations:-

- A. Discussing a patient with a colleague on the management
- B. Disclosing the death of a loved one to the relatives
- C. Doing a vaginal examination on a woman with PID
- D. Romantic relationship with a colleague in the same ward
- E. Offering lift to a man being rained on if he is your patient (you are a female doctor)

11. Which of the following are not part of logistics in supplies?

- A. Tendering
- B. Delivery
- C. Sweeping and arranging the store properly
- D. Recording
- E. None of the above

12. Below are examples of budgets:-

- A. Appropriations budget
- B. Fixed budget
- C. Zero-based budget
- D. Variable/Flexible budget
- E. Debt budget

13. The following form part of Human Resource Management:-

- A. Recruitment
- B. Selection
- C. Training
- D. Making sure the workers always have more work
- E. Development of the employees

14. When recruiting or deciding on the human resource needed for a health system, you consider the following as important:-

- A. Anticipated growth
- B. Budget constraints
- C. Affirmative action regulations (Minority hiring)

- D. Introduction of new technology
- E. Who you know

15. Some of the reasons Organizations have to train their manpower are:-

- A. To please them
- B. To maintain and improve on current performance
- C. To meet the needs of diversification
- D. Availability of future manpower
- E. For Organizational stability

16. Conflict can be said to occur:-

- A. When there are differences
- B. When people form different groups
- C. When the opposition/Antagonism between 2 or more groups in the course of their interaction and which threaten to derail operations
- D. When there is competition
- E. All the above

17. Conflict can arise due to:-

- A. Poor communication
- B. Judgmental behavior
- C. Undeclared interests
- D. Age
- E. Ignorance

18. Some ways of conflict management are:-

- A. Forcefully insisting on your way
- B. Threats
- C. Avoidance
- D. Negotiation
- E. None of these

19. If you opt for negotiation, some of the important considerations for you could be:-

- A. Know your BATNA
- B. Determine your bottom-line

- C. Decide never to change position
- D. Consider what the other party may deem reasonable
- E. Anchor your negotiation by taking a higher starting point

20. Good leaders are:-

- A. Visionaries
- B. Pushy and insistent
- C. Inspirational
- D. Innovative
- E. Work to change the bad status quo

21. The skills of a good leader include:-

- A. Intelligent
- B. Diplomatic
- C. Fluent in speech – Orator
- D. Knowledgeable
- E. Persuasive and socially skillful

22. Some of the Theories of Motivation include:-

- A. Herzberg's Two Factor theory
- B. Mandarin's theory
- C. Gandhi's theory
- D. Maslow's Hierarchy of Needs theory
- E. Alderfer's theory

23. Three important guidelines while delegating include:-

- A. Functional clarity
- B. Matching authority with responsibility
- C. Clear communication
- D. Keeping a close eye on the delegatee
- E. Ensuring that the employees continue to consult you on the job all the time

24. In delegation:-

- A. Decisions are made faster
- B. There is motivation especially for the delegatee
- C. There can be problems if the management lacks trust and confidence

- D. Management can now relax and read the cartoons and watch TV in the office
- E. The delegatee can now show the employees that even she can be boss

25. For supervision and mentoring to be effective, the Mentor has to be:-

- A. Adequately technically knowledgeable
- B. Older than the subordinate
- C. Able to plan day-to-day operations for his subordinates
- D. Very stern and firm with employees
- E. Able to deal with employees' small personal and interpersonal issues

26. The 3 most important factors for Team/Group to be so are:-

- A. More than 1 person
- B. Being related to one another
- C. Being the same age
- D. Must be interacting with one another
- E. There must be influence between the members

27. Some form of Groups include:-

- A. Football teams
- B. Vertical teams
- C. Horizontal teams
- D. Standing Committees
- E. Boards

28. The components of effective communication include:-

- A. Messenger
- B. Sender
- C. Medium
- D. Message
- E. Receiver

29. Some barriers to effective communication include:-

- A. A thorn fence between them
- B. Noise
- C. Poor timing
- D. Network breakdown

E. Lack of shoes for the messenger

30. Lack of feedback as a communication barrier can occur if:-

- A. Message was stolen
- B. Receiver misunderstands message
- C. Feedback is not demanded
- D. Message is incomplete
- E. A goat at the message

SECTION B

1. Explain the role(s) of the following entities in provision and/or management of health services in Kenya
 - a) The Parliament (National Assembly and The Senate)
 - b) County Governments
 - c) United Nations
 - d) Faith Based Organizations
 - e) Ministry of Health
2. Outline Specific measures of addressing inequalities in Health Care in Kenya.
3. Outline the types of services offered at Level VI hospitals in Kenya.
4. Describe the important determinants of Health
5. Explain the various health policies as espoused Kenya's Vision 2030
6. Outline the principles of governance

TEST PAPER 6

INSTRUCTIONS

This paper consists of SECTION A and SECTION B.

Section A consists of 30 one answer MCQs.
Section B consists of essay questions.

SECTION A

1. The Kenya health delivery system:

- A. Provide preventive services
- B. Provide curative health services
- C. Not all levels offer maternity services
- D. Immunization is offered at Level 3 only

2. Of public health units in Kenya:

- A. Dispensaries are managed by Registered Nurses
- B. Health Centres are managed by Medical Officers of Health
- C. Health Centres do not have Health Administration Officers
- D. Health Centres may offer minor surgical procedures like manual vacuum aspiration

3. The hospitals in Kenya:

- A. There is only one referral hospital in Kenya – KNH
- B. Level 5 facilities offer ICU services
- C. All Level 5 hospitals are provincial hospitals
- D. District hospitals are managed by medical superintendents

4. Health Planning involves:

- A. Identifying and specifying desirable goals
- B. Outlining appropriate courses of action
- C. Determining resources required to achieve goals is not important
- D. First writing a policy and relevant legislation

5. Planning horizons for District Health plans:

- A. Medium-term plans cover 5 years or more
- B. Long-term plans of more than 10 years are not applicable
- C. Usually cover 1-year durations
- D. ay sometimes spread over 2-3 years

6. District Health Planning team is made up of:

- A. District Planning Officer
- B. Community representative
- C. District Health Management team members
- D. Regional Health Management team

7. Members of DHMT:

- A. District Clinical Officer
- B. Information/Records Officers are not members
- C. District commissioner
- D. Nurses are represented by Matrons

8. District Health Profiles include information and data on:

- A. Literacy rates
- B. Crude birth rates
- C. Patient-Bed ratios
- D. Major key partners in health in the district

9. Secondary health problems include:

- A. Illnesses identified in the community such as malaria
- B. Existing inequity, unfairness and client dissatisfaction
- C. Inefficient health delivery services
- D. Poor management skills; which contribute to health problems

10. In healthcare delivery, developing interventions includes:

- A. Training
- B. Immunization
- C. Health Education
- D. Supervision

11. Management:

- A. Focuses on specialization and getting the right people in the right jobs
- B. Aligns people to new direction and inspires action
- C. Focuses on longer time frames
- D. Focuses on strategies that take calculated risks

12. An organization is

- A. The physical location where people work
- B. A collection of individuals working for the same company
- C. A deliberate arrangement of people to accomplish some specific purpose
- D. A group of individuals focused on profit making for their stake holders

13. A common phrase associated with democratic leaders would be :

- A. "What do you think?"
- B. "Do what I tell you."
- C. "Do as I do, now"
- D. "People come first."

14. An autocratic leadership style works best when:

- A. There is need for input on the decision
- B. The decision would change as a result of input
- C. Where the motivation of people to carry out subsequent actions would not be affected whether they were or were not involved in the decision making
- D. Leaders consult widely

15. The recognized main categories of management and organizational resources include

- A. Human, monetary, raw materials and capital resources
- B. Human, equipment, logistics and financial resources
- C. Humans and technological resources
- D. Human and non-human resources

16. Which one of the following is not a characteristic of theory Z (Japanese management style)

- A. Large amount of freedom and trust in workers
- B. Assumes worker loyalty and interest in team work and the organization
- C. Places more reliance on attitude and responsibility of workers
- D. Remove barriers so workers can fully actualize their potential because work is play that offers satisfaction

17. Concerning managerial effectiveness:

- A. Is defined in terms of the proportion of total organization resources that contribute to productivity of the organization
- B. Refers to resource utilization in relation to organizational goals
- C. Effective managers are always at the centre of the managerial effectiveness continuum
- D. It is determined by the level of efficiency

18. Which of the following phrases is best associated with management conceptual skills?

- A. Decision making
- B. Communicating with customers
- C. Using information to solve business problems
- D. Product knowledge

19. Planning a new hospital starts with setting goals for the hospital, without which the organization cannot have a definite direction or focus. Which of the following areas is not considered by an organization while studying existing hospital facilities in an area?

- A. Bed ratio
- B. Patient perception
- C. Hospital occupancy
- D. Volume of services provided

20. On management skills:

- A. Technical skills enable managers to understand how various functions of the organization complement one another
- B. Human skills involve working with things
- C. Conceptual skills are those that build cooperation within the teams in the organization
- D. Human skills involve working with attitudes, communication, individuals and groups

21. About forces for change:

- A. Market place is an external force of change
- B. Labour market are internal forces of change
- C. Change in demand for health care technicians is an example of an economic change
- D. Market place is an internal force of change

22. On management skills and levels of management:

- A. As one moves from lower management to upper management conceptual skills become more important and technical skills become less important
- B. Human skills are more important at the higher levels of management than at the lower levels
- C. As one moves from lower management to upper management conceptual skills become less important and technical skills become more important

D. Middle level management is anchored on technical and conceptual skills

23. Which of the following is not part of the stream of the Classical theory of management

- A. Administrative theory
- B. Scientific management theory
- C. Bureaucratic theory
- D. The systemic approach theory

24. Managing change is an integral part of:

- A. Top management's job
- B. Middle level management's job
- C. The first-line manager's job
- D. Every manager's job

25. Managers who are responsible for making organization wide decisions and establishing the plans and goals that affect the entire organization are:

- A. First line managers
- B. Top managers
- C. Production managers
- D. Research managers

26. All levels of management between the supervisory level and the top level of the organization are called

- A. Middle managers
- B. First line managers
- C. Supervisors
- D. Foremen

27. Which of the following is not an internal force of change

- A. Technology
- B. Strategy
- C. Workforce
- D. Employee attitudes

28. In the systemic approach theory:

- A. The management system theory is a closed system
- B. The management system theory is not influenced by the environment
- C. The environment comprises of input, process and output
- D. Has no relationship with the behavioural approach to management

29. Labour strikes are an example of what change factor that may encourage a change in management thinking and practices?

- A. Workforce
- B. Equipment
- C. Employee attitudes
- D. Strategy

30. Supervisor is another name for:

- A. Team leader
- B. Middle manager
- C. First line managers
- D. Top managers

SECTION B

1. Regarding the working of clinical officers

- a) State ten functions of the clinical officer's council. (5 marks)
- b) Outline five forms of conduct of abuse or misuse of professional skills/knowledge or privileges which can cause a disciplinary action to be taken against the Clinical Officer. (5 marks)

2. On staffing in an organization

- a) Define the staffing process as a core function of management? (2 marks)
- b) Explain briefly the sequential steps of employee selection. (8 marks)

3. List ten principles among those developed by Henry Fayol in the modern management theory (10 marks)

- 4.
 - a) Name 3 theories of Motivation. (3 marks)
 - b) List 4 types of Groups/Teams. (4 marks)
 - c) Give 3 reasons why people join Groups. (3 marks)

5. a) List 2 main medical supplies procurement agencies in Kenya.
(2 marks)
- b) Describe the principle of First in First Out (FIFO) in the management of medical stores.
(8 marks)

TEST PAPER 7

INSTRUCTIONS

This paper consists of SECTION A and SECTION B.

Section A consists of 30 one answer MCQs.
Section B consists of essay questions.

SECTION A

1. Theory X and theory Y was proposed by:

- A. William Ouchi
- B. Frederick Taylor
- C. Mary Follett
- D. Douglas McGregor

2. Hygiene factors and motivational factors are key concepts in:

- A. Maslow's hierarchy of needs
- B. Expectancy Theory
- C. Goal Setting Theory
- D. Herzberg's two factor theory

3. The basis of ABC analysis in inventory control of drug is:

- A. Annual consumption value
- B. Criticality of items
- C. Unit cost of item
- D. Procurement difficulty, market availability

4. WHO:

- A. WHO constitution was made in in 1947
- B. It has 10 regional offices
- C. Negotiate and sustains national and global partnerships.
- D. Sets validity monitoring and pursuing the proper implementation of norms and standards.

5. The following are not objectives of management:

- A. Policy making
- B. Earning profits
- C. Growth of the org.
- D. Providing employment

6. An efficient hospital control system helps to:

- A. Accomplish organizational objectives
- B. Boost employee morale
- C. Judges accuracy of standards
- D. All the above

7. Management audit in hospital keep a check on:

- A. Doctors, nurses and other health workers
- B. Management of Hospital
- C. Share holders
- D. Customers

8. To help combat selective perception, a hospital manager should:

- A. Give more performance feedback to subordinates
- B. Spend more time helping subordinates learn job skills
- C. Gather additional opinions about a situation from others
- D. Increase feedback to subordinates and train them personally

9. Purpose of sound public health legislation:

- A. Provide agencies with a clear and modern mission to create the conditions in which people can be healthy
- B. Enable agencies to exercise a full range of necessary functions, service and powers.
- C. Does not provide funding and other structures necessary to carry out the agencies mission.
- D. Does not protect individual rights to privacy autonomy, liberty and non-discrimination.

10. The human resource function can influence hospital performance by:

- A. Hiring the best people
- B. Creating appropriate polices and systems
- C. Coaching managers
- D. Staying current in the field

11. The distinction between a managerial position and a non-managerial position is :

- A. Planning the work of others
- B. Coordinating the work of others
- C. Controlling the work of others
- D. Organizing the work of others

12. Effectiveness is synonymous with:

- A. Cost minimization
- B. Resource control
- C. Goal attainment
- D. Efficiency

13. Managers need to make sure that employee's abilities:

- A. Match the job requirements
- B. Are being maximized
- C. Are not being affected by their stress
- D. Are not causing them stress

14. Efficacy refers to:

- A. The relationship between inputs and outputs
- B. The additive relationship between costs and benefits
- C. The exponential nature of costs and outputs
- D. Increasing outputs regardless of inputs

15. The five management functions of planning, organizing, commanding, coordinating and control were proposed by:

- A. Fredrick Taylor
- B. Henry Ford
- C. Hester Barnard
- D. Henry Fayol

16. A manager resolving conflict among organizational members is performing the function of:

- A. Controlling
- B. Commanding
- C. Directing
- D. Leading

17. A difference between traditional organization and new organization is that the new organization will be more:

- A. Stable
- B. Command oriented
- C. Rule oriented
- D. Dynamic

18. Theory X Leaders assume:

- A. Most workers place security above all other factors associated with work and will display little ambition
- B. Men and women will exercise self direction and self control if they are committed to the objectives
- C. The ability to make good decisions is widely dispersed throughout the population and is not necessarily the sole province of managers
- D. The average person can learn to accept, even seek, responsibility

19. In a transactional leadership style:

- A. Work requirements and reward structure are obscure
- B. Punishments are always mentioned and there are well understood and formal systems of discipline are usually in place
- C. Contract is negotiated whereby the subordinate is given a salary and other benefits, and the company gets authority over the subordinate.
- D. Leader examines and searches for the needs and motives of others while seeking a higher agenda of needs

20. Regarding sources of power:

- A. Reward power comes solely from the position the superior holds in an organization
- B. Legitimate power comes by means of promotion, salary increases and interesting assignments
- C. Expert power comes from the leader possessing superior knowledge of the matter under discussion
- D. Coercive power– comes from the fact that subordinates identify with the leader and respect him/her and forced actions and potential for punishment

21. Informed consent refers to:

- A. Principle of autonomy
- B. Voluntary but uninformed decision-making
- C. A voluntary decision to participate in research, by a competent individual who has received and understood the necessary information
- D. Permission to participate in research

22. Health Centres:

- A. Health Centres are staffed by midwives or nurses, clinical officers, and

occasionally by doctors.

- B. They provide reproductive health services; they also provide minor surgical services such as incision and drainage.
- C. Is level 2 facility
- D. Clinical officer is the chairman of health centre management committee

23. Teaching and referral hospitals:

- A. provide preventive care and participate in public health programmes
- B. Provide leadership in setting high clinical standards and treatment protocols
- C. Patients may only have access to tertiary care through a well-developed referral system.
- D. They provide extra-mural treatment alternatives to hospitalization, such as day surgery, home care, home hospitalization and outreach services.

24. Composition of National health facilities service fund committee consists of:

- A. Chairman, a public officer, appointed by the minister
- B. PS of ministry health
- C. PS finance
- D. Director of medical services – Secretary

25. A job description for a Clinical officer includes:

- A. Job title
- B. Key difficulties in job
- C. Special aptitudes
- A. Physical makeup

26. Circumstances in which rewards normally impact on behaviour are:

- A. When given a pay increase
- B. When the wage or salary is seriously out of line with expectations
- C. Will not occur as pay is a 'hygiene factor'
- D. In all cases

27. Leadership is defined as:

- A. Making order out of complexity

- B. Bringing about change
- C. Allocating roles and responsibilities
- D. Decision making

28. Which of the following activities is most likely to be a leadership activity?

- A. Coping with organizational complexity
- B. Formulating strategy
- C. Problem solving to ensure strategy is implemented
- D. Planning and budgeting

29. A Health Team:

- A. is a formal group
- B. It has a leader
- C. Has descriptive culture
- D. Geared towards a final result

30. Tuckman identifies what needs to be done to hold a team together:

- A. The forming stage is the conflict stage
- B. The performing establishes the norms under which the group will operate
- C. The storming stage establishes how group will take decisions, behavior patterns, level of trust and openness, individual's roles.
- D. In the dorming stage, team operates to full potential

SECTION B

1.
 - a) Briefly explain the advantages of a functioning Health Management Information System(HMIS).
 - b) Explain the attributes of a good health information system

2.
 - a) Outline the purpose of sound public health legislation.
 - b) Explain the main features of health and safety legislation.
 - c) Who is responsible for compliance with health and safety legislation in a hospital?

3.
 - a) What is fraud?
 - b) Briefly explain factors which may increase the risk of fraud and

corruption in a Public hospital.

- c) What is the role of the internal audit in a district hospital in Kenya?
- d) What are possible implications of fraud in delivering health service in a level 3 hospital in Kenya?

4. a) By the show of a diagram, depict the present Organogram of the Ministry of Medical Services.

b) What Health Services are available at a Level 3 facility in Kenya's Health Services system according to the Kenya Essential Package for Health (KEPH)?

5. What the functions of the different levels of government with regards to provision of health services in Kenya?

TEST YOUR HEALTH SYSTEM MANAGEMENT

OTHER BOOKS IN THE SERIES

1. TEST YOUR ANATOMY: MULTIPLE CHOICE QUESTIONS (MCQs) WITH ANSWERS
2. TEST YOUR ANATOMY: ESSAY REVISION QUESTIONS
3. TEST YOUR PAEDEATRICS
4. TEST YOUR SURGERY
5. TEST YOUR INTERNAL MEDICINE
6. TEST YOUR REPRODUCTIVE HEALTH
7. TEST YOUR COMMUNITY HEALTH
8. 40 OBSTETRICS CASE QUESTIONS

VISIT medwaxpublisher.blogspot.com TO GET DAILY
MEDICAL REVISION QUESTIONS IN ALL COURSES

TO GET YOUR COPY

CONTACT: +254712372159
+254714447031

EMAIL: medwaxafrica@gmail.com