

MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY

FACULTY	PUBLIC HEALTH AND BIOMEDICAL SCIENCES		
DEPARTMENT	BSC MED LAB SCIENCES (Y4S2)		
SUBJECT	HEALTH SYSTEMS MANAGEMENT AND HEALTH ECONOMICS (BML 425)		
SUBJECT CODE	BML 425		
DATE			
DURATION	3 HOURS	MARKS	100

Regular Examination

Examiner:

Internal Examiner

External Moderator:

This question paper consists of pages excluding this front page.

Instructions

1. Write your student number in the space provided above on this page
2. Answer ALL questions in section A (20 marks) and section B (40 marks), Section C choose two questions (40 marks)
3. All responses must be in English
4. Students are permitted to bring into the examination room: pens, pencils, erasers, sharpeners and rulers
5. Students are NOT allowed to bring into the examination room: blank sheets of paper and/or correction fluid
6. Circle answers for section A on the answer sheet. For section B and C use the booklet provided

SECTION A

Answer all questions. Circle the correct answer/s (20 marks)

1. What are the goals of budgeting process?
 - A) To aid in planning of actual operations
 - B) To coordinate the activities of the organization
 - C) To communicate plans to various managers
 - D) All of the above

2. How an employee responds and resolves conflict will limit or enable that employee's success. Choose the right combination of conflict management styles
 - A) Accommodating, avoiding, collaborating, competing, compromising
 - B) Integrating, competing, compromising, avoiding, accommodating
 - C) Competing, communicating, accommodating, collaborating, compromising
 - D) All of the above

3. Flexi-time means that employees may come and go off duty as they please within certain guidelines encompassing a set number of hours at work, core days and good record keeping
 - A) True
 - B) False

4. Health systems normally suffer from all of the above EXCEPT
 - A) Lack of managers with the appropriate competencies
 - B) Insufficient numbers of experienced managers
 - C) Adequate functional management support systems
 - D) Lack of enabling working environments

5. As a leader, it is not enough to exemplify the leadership traits and principles and possess an appropriate leadership style, you must also know how to:
 - A) Plan, identify and solve problems
 - B) Make decisions
 - C) Supervise
 - D) All of the above

6. Choose the correct definition of income statement
- A) It's a document indicating how cash has flowed into and out of the business during the year or any other given period of time
 - B) It's an accounting document that shows the results of an organization's activities over a period of time (usually one year)**
 - C) Is a summary of money spent and on what
 - D) It's a financial document stating the financial position of an organization at a specific point in time
7. Organizational climate refers to perceptions of practices, policies, procedures, routines and rewards in organizations
- A) True**
 - B) False
8. An explicit health policy can achieve the following EXCEPT:
- A) It builds consensus and informs people
 - B) It outlines priorities and expected roles of different groups
 - C) It creates parallel communication channels**
 - D) It defines a vision for the future which in turn helps to establish targets and points of reference for the short and medium term
9. Health systems are all institutions, people and actions whose primary purpose is to improve health. What are the other functions of the health system?
- A) Service delivery
 - B) Governance and financing
 - C) Generation of resources
 - D) All of the above**
10. Performance management is a dynamic continuous process while performance appraisal is periodic
- A) True**
 - B) False
11. The following are management functions EXCEPT
- A) Planning
 - B) Competing**
 - C) Organizing

D) Staffing

12. The following are internal domains of health services administration EXCEPT

A) Staffing

B) Budgeting

C) Stakeholder demands

D) Quality services

13. The following strategies can help managers create the right atmosphere for motivating others EXCEPT

A) Start scheduling more one on one time

B) Find out what motivates them

C) Provide resources they need to do their work exceptionally well

D) Praise and compliment them intermittently

14. According to Maslow's Hierarchy of Needs that contends that people start by trying to satisfy their most basic or compelling needs and progress towards the most fulfilling. Select the first need

A) Safety need

B) Self-actualization need

C) Safety need

D) Physiological need

15. Successful leadership does not depend to a large extent, on the environment and situation in which these dynamics exist

A) True

B) False

16. Quality is the standard of something as measured against other things of a similar kind; the degree of excellence of something. Who is interested in quality?

A) Customer

B) Employees

C) Owner

D) All of the above

17. Which statement best defines team leadership

A) This form of leadership normally exists where there are various cultures in the society

- B) It involves the creation of vivid picture of its future, where it is heading and what it will stand for
- C) It is all about initiating change in organizations, groups, oneself and others
- D) Subordinates are involved in making decisions

18. Select the major systemic challenges in the health system

- A) Segmentation
- B) Inequity
- C) Fragmentation
- D) All of the above

19. The role of the National Health Teams in Quality Improvement is to collaborate with county in the adoption and improvement of Quality Improvement Policy

- A) True
- B) False

20. Which statement defines organizational culture

- A) The surface-level organizational experience
- B) Why things happen and the way we do things
- C) Refers to perceptions of practices, policies and procedures
- D) All of the above

SECTION B

Answer **ALL** questions (40 Marks). Each question 4 marks

1. Health systems are all the institutions, people and actions whose primary purpose is to improve health. State the 4 functions of health systems (4 Marks)

- Service delivery- healthcare (curative and public health services)
- Governance
- Financing
- Generation of resources

2. State the major systemic challenges in the healthcare system (4 Marks)

- Poor performance
- Barriers to access
- Poor quality
- Irrational/inefficient use

- High cost
- Low satisfaction

3. Why does organizational culture matter in the healthcare system or organization? (4 Marks)

- Provides a sense of identity and pride for members
- Generates commitment to the organization's mission
- Clarifies and subtly reinforces standards of behaviour

4. How is culture learned? (4 Marks)

- Cultural artefacts
- Role of others: mentoring, observations, interactions
- Trial and error
- Organizational rewards
- Role of leaders

5. Health facility commissioning is the process intended to assure that all building systems in a facility, including sustainable building technologies, are installed and perform in accordance with the design and intent. State the aspects that should be covered in a commissioning plan (4 Marks)

1. Executive summary and table of contents
2. Current plan
3. SWOT analysis
4. Goals
5. Business strategies
6. New service programs
7. Financial projections
8. Quality control

6. State eight strategies that can help managers create the right atmosphere for motivating others (4 Marks)

- Start with scheduling the right atmosphere for motivating others
- Find out what motivates them
- Provide the resources they need to do their work exceptionally well
- Praise and compliment them often
- Help co-create purposeful work
- Help them develop new skills

- Actively involve them
- Believe in them

7. Recruitment process is the first step in creating a power resource base. State the recruitment process (4 Marks)

- Recruitment planning
- Strategy development
- Searching/advertisement
- Screening/interviewing
- Selection
- Orientation/induction
- Evaluation and control

8. State the purpose of financial statements (4 Marks)

- Analysing the financial position
- Managing the asset structure
- Managing the financial structure

9. Briefly discuss the differences between performance management (coaching) and performance review (appraisal/evaluation) (4 Marks)

Performance management

- Continuous interaction
- Part of the ongoing routine
- Ongoing development
- Observations with feedback for small incremental changes
- Real-time here and now orientation

Performance review

- Singular meeting
- Development plan
- Dedicated time
- Summarises results against expectations
- Documentation of past events

10. Briefly state the steps in problem solving and decision making (4 Marks)

- Identify (recognize/define) the problem

- Gather information (facts/assumptions)
- Develop courses of action (solutions)
- Analyse and compare courses of action (alternatives/solutions)
- Make decision: select the best course of action (solution)
- Make a plan
- Implement the plan (assess the results)

SECTION C

Answer any **TWO** questions (40 Marks). Each question 20 marks

1. Discuss the general considerations when planning duty rosters (20 Marks)

It is the task of the unit manager to see that the on or off duties of the laboratory staff are arranged in such a manner that:

- Sufficient staff are available for patient care to be rendered for the whole 24-hour period
- Provision is made for times with high intensity of work, for example, operation days and admission days
- An equitable distribution of staff is available throughout the working week
- An equitable distribution between senior and junior staff members is present, taking into account periods where more and periods where fewer staff are needed
- Sufficient staff are provided for periods when teaching or meetings are to take place, eg during orientation and in-service education sessions, staff meetings and meetings with other members of the multidisciplinary team
- Staff members' requests are accommodated as far as possible, taking into account patient care needs
- Resting times for staff members are distributed in such a way that staff do not become chronically overworked
- A trained laboratory technologist/technician is in charge for each shift, as far as possible
- Some form of continuity is provided, especially when the most senior staff members are returning after days off or from holidays
- The coverage for weekends and public holidays is worked out, keeping in mind the expected workload in order to achieve a cost-effective utilization of staff
- Days off should be spaced together if possible and half days should follow on each other, eg an afternoon off followed by a morning off
- Set days and duty hours for part-time staff are taken into account
- The duty roster must be planned well in advance eg at least 5-7 days beforehand in order to allow individual staff members time for arrangements for their personal and social obligations. A duty roster should preferably be available one month or two weeks prior to its inception
- Every staff member is allowed at least a weekend off per month.

2. Discuss the principles of organization (20 Marks)

1. Principle of Objective:

The enterprise should set up certain aims for the achievement of which various departments should work. A common goal so devised for the business as a whole and the organization is set up to achieve that goal. In the absence of a common aim, various departments will set up their own goals and there is a possibility of conflicting objectives for different departments. So there must be an objective for the organization.

2. Principle of Specialization:

The organization should be set up in such a way that every individual should be assigned a duty according to his skill and qualification. The person should continue the same work so that he specializes in his work. This helps in increasing production in the concern.

3. Principles of Co-ordination:

The co-ordination of different activities is an important principle of the organization. There should be some agency to co-ordinate the activities of various departments. In the absence of co-ordination there is a possibility of setting up different goals by different departments. The ultimate aim of the concern can be achieved only if proper co-ordination is done for different activities.

4. Principle of Authority and Responsibility:

The authority flows downward in the line. Every individual is given authority to get the work done. Though authority can be delegated but responsibility lies with the man who has been given the work. If a superior delegates his authority to his subordinate, the superior is not absolved of his responsibility, though the subordinate becomes liable to his superior. The responsibility cannot be delegated under any circumstances.

5. Principle of Definition:

The scope of authority and responsibility should be clearly defined. Every person should know his work with definiteness. If the duties are not clearly assigned, then it will not be possible to fix responsibility also. Everybody's responsibility will become nobody's

responsibility. The relationship between different departments should also be clearly defined to make the work efficient and smooth.

6. Span of Control:

Span of control means how many subordinates can be supervised by a supervisor. The number of subordinates should be such that the supervisor should be able to control their work effectively. Moreover, the work to be supervised should be of the same nature. If the span of control is disproportionate, it is bound to affect the efficiency of the workers because of slow communication with the supervisors.

7. Principle of Balance:

The principle means that assignment of work should be such that every person should be given only that much work which he can perform well. Some person is over worked and the other is under-worked, then the work will suffer in both the situations. The work should be divided in such a way that everybody should be able to give his maximum.

8. Principle of Continuity:

The organization should be amendable according to the changing situations. Everyday there are changes in methods of production and marketing systems. The organization should be dynamic and not static. There should always be a possibility of making necessary adjustments.

9. Principle of Uniformity:

The organization should provide for the distribution of work in such a manner that the uniformity is maintained. Each officer should be in-charge of his respective area so as to avoid dual subordination and conflicts.

10. Principle of Unity of Command:

There should be a unity of command in the organization. A person should be answerable to one boss only. If a person is under the control of more than one person then there is a likelihood of confusion and conflict. He gets contradictory orders from different superiors. This principle creates a sense of responsibility to one person. The command should be from top to

bottom for making the organization sound and clear. It also leads to consistency in directing, coordinating and controlling.

11. Principle of Exception:

This principle states that top management should interfere only when something goes wrong. If the things are done as per plans then there is no need for the interference of top management. The management should leave routine things to be supervised by lower cadres. It is only the exceptional situations when attention of top management is drawn. This principle relieves top management of many botherations and routine things. Principle of exception allows top management to concentrate on planning and policy formulation. Important time of management is not wasted on avoidable supervision.

12. Principle of Simplicity:

The organizational structure should be simple so that it is easily understood by each and every person. The authority, responsibility and position of every person should be made clear so that there is no confusion about these things. A complex organizational structure will create doubts and conflicts among persons. There may also be over-lapping's and duplication of efforts which may otherwise be avoided. It helps in smooth running of the organization.

13. Principle of Efficiency:

The organization should be able to achieve enterprise objectives at a minimum cost. The standards of costs and revenue are pre-determined and performance should be according to these goals. The organization should also enable the attainment of job satisfaction to various employees.

14. Scalar Principle:

This principle refers to the vertical placement of supervisors starting from top and going to the lower level. The scalar chain is a pre-requisite for effective and efficient organization.

3. Wherever there are people, there will always be conflict. Managers have to deal with conflict in the in the workplace every day. Conflict management is the ability to be able to identify and handle conflicts sensibly, fairly and efficiently. Answer the following questions (20 Marks)

a) Define conflict management (3 Marks)

Conflict management is the practice of being able to identify and handle conflicts sensibly, fairly, and efficiently. Since conflicts in a business are a natural part of the workplace, it is important that there are people who understand conflicts and know how to resolve them. This is important in today's market more than ever. Everyone is striving to show how valuable they are to the company they work for and at times, this can lead to disputes with other members of the team.

b) Discuss conflict management styles (17 Marks)

An **accommodating** manager is one who cooperates to a high degree. This may be at the manager's own expense and actually work against that manager's own goals, objectives, and desired outcomes. This approach is effective when the other person is the expert or has a better solution.

Avoiding an issue is one way a manager might attempt to resolve conflict. This type of conflict style does not help the other staff members reach their goals and does not help the manager who is avoiding the issue and cannot assertively pursue his or her own goals. However, this works well when the issue is trivial or when the manager has no chance of winning.

Collaborating managers become partners or pair up with each other to achieve both of their goals in this style. This is how managers break free of the win-lose paradigm and seek the win-win. This can be effective for complex scenarios where managers need to find a novel solution.

Competing: This is the win-lose approach. A manager is acting in a very assertive way to achieve his or her own goals without seeking to cooperate with other employees, and it may be at the expense of those other employees. This approach may be appropriate for emergencies when time is of the essence.

Compromising: This is the lose-lose scenario where neither person nor manager really achieves what they want. This requires a moderate level of assertiveness and cooperation. It may be appropriate for scenarios where you need a temporary solution or where both sides have equally important goals.