



*(University of Choice)*

**MASINDE MULIRO UNIVERSITY OF  
SCIENCE AND TECHNOLOGY  
(MMUST)**

**MAIN CAMPUS**

**UNIVERSITY EXAMINATIONS  
2018/2019 ACADEMIC YEAR**

**FOURTH YEAR SECOND SEMESTER EXAMINATIONS**

**FOR THE DEGREE  
OF  
BACHELOR OF MEDICAL LABORATORY SCIENCES  
(DIRECT ENTRY/UPGRADING)**

**MAIN EXAMINATION**

**COURSE CODE: BML 425**

**COURSE TITLE: HEALTH SYSTEMS MANAGEMENT AND  
HEALTH ECONOMICS**

**DATE: 20<sup>TH</sup> MAY 2019**

**TIME: 8.00 -10.00 AM**

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**INSTRUCTIONS TO CANDIDATES**

This paper is divided into three sections, **A B** and **C**, carrying respectively: Multiple Choice questions (**MCQs**), short answer questions (**SAQs**) and long answer questions (**LAQs**).

**TIME: 2 Hours**

MMUST observes ZERO tolerance to examination cheating

This Paper Consists of 5 Printed Pages. Please Turn Over.



## 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)
2. State the major systemic challenges in the healthcare system (4 Marks)
3. Why does organizational culture matter in the healthcare system or organization? (4 Marks)
4. How is culture learned? (4 Marks)
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)

6. State eight strategies that can help managers create the right atmosphere for motivating others (4 Marks)
7. Recruitment process is the first step in creating a power resource base. State the recruitment process (4 Marks)
8. State the purpose of financial statements (4 Marks)
9. Briefly discuss the differences between performance management and performance review (appraisal) (4 Marks)
10. Briefly state the steps in problem solving and decision making (4 Marks)

## **SECTION C**

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

1. Discuss the general considerations when planning duty rosters (20 Marks)
2. Discuss the principles of organization (20 Marks)
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)
  - b) Discuss conflict management styles (17 Marks)