



(University of Choice)

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

**UNIVERSITY EXAMINATIONS  
2021/2022 ACADEMIC YEAR**

**TRIMESTER EXAMINATIONS**

**FOR THE DEGREE  
OF  
BACHELOR OF SCIENCE IN PARAMEDICAL SCIENCES**

**COURSE CODE: NPP 421**

**COURSE TITLE: EMERGENCY MEDICAL SERVICE (EMS) &  
HEALTH SERVICES MANAGEMENT  
LEADERSHIP**

**DATE: 19<sup>TH</sup> APRIL 2022      TIME: 11.30- 2.30 PM**

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**INSTRUCTIONS TO CANDIDATES**

Answer ALL questions in this paper.

TIME: 3 Hours

MMUST observes ZERO tolerance to examination cheating

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

NPP 421 EMERGENCY MEDICAL SERVICE & HEALTH SERVICES MANGEMENT LEADERSHIP

## SECTION ONE: MULTIPLE CHOICE QUESTIONS: (MCQS) 20 MARKS

1. Span of control refers to:
  - a) Number of subordinates a manager can supervise effectively
  - b) Basis on which jobs are grouped in order to accomplish organization goals
  - c) The extent to which employee behavior is guided by rules and procedures
  - d) Basis on which skills are analyzed in order to accomplish goals of the organization
2. Situational and Contingency theory:
  - a) Embodies the idea that the leader does the right thing based on the situation.
  - b) Involves assessing the nature of the task and the follower's motivation to determine the particular style the leader should use.
  - c) Involves assessing contingent courses of action.
  - d) Is based on the concept that leader characteristics must fit the situation.
3. The Kenya's Big Four Agenda include:
  - a) Food Security, Climate Change, Universal Health Coverage, Manufacturing and Job creation
  - b) Food Security, Climate Change, Universal Health Coverage, Affordable Housing
  - c) Food Security, Affordable Housing, Universal Health Coverage, Manufacturing and Job creation
  - d) Zero Hunger, Affordable Housing, Universal Health Coverage, Manufacturing and Job creation.
4. Hygiene factors according to Herzberg include:
  - a) Adequate salary and Appropriate responsibility
  - b) Adequate recognition and Good interpersonal relationships
  - c) Opportunities for advancement and Adequate salary
  - d) Appropriate responsibilities and adequate recognition
5. Top managers: -
  - a) Are responsible for directing the day-to-day activities of operative employees
  - b) Give direction of the organization and establishing policies that affect all organizational members
  - c) Are responsible for crafting and implementing operational plans that affect all organizational members
  - d) Are individuals who are responsible for implementing critical decisions that affect all organizational members
6. Decision making in management entails: -
  - a) Establishing standards
  - b) Choosing the best alternative to reach the predetermined objective
  - c) Developing ability to inspire and to influence others to the attainment of objectives.
  - d) Assembling and synchronizing people and activities
7. An aspect of building positive working relationships in a health care organization entail: -
  - a) Striving to be fair with employees at certain times
  - b) Striving to be partial with all employees at all times
  - c) Striving to be impartial with all employees at all times

- d) Being autocratic and aggressive to fellow workmates
8. At what level of an organization does an EMT officer in an ambulance operate?
- Functional
  - Operational
  - Middle level
  - Top level
9. Which statement highlights the Theory X approach to management?
- “Employees on my unit are very goal-directed and need little supervision to get the job done.”
  - “Susie is a great worker, and I like to give her challenging things to do.”
  - “Most of my employees only work for the money and will do what is right only if I discipline them.”
  - “I work hard to get employees to go back to school
10. A good decision maker is one who:
- Uses various models to guide the process based on the situation.
  - Adopts one model and uses it to guide all decision making.
  - Does not use any models because they are not at all useful.
  - Develops a model each time a decision needs to be made.
11. Norming as a stage in team building is characterized by: -
- Members have fluctuations in attitude about chances of success.
  - Agreement on goals and formulates strategies for tackling the tasks
  - Encouragement of initiative and risk taking.
  - Teams develop the ability to express criticism
12. Managing employees stress requires that:
- Employee’s abilities match requirements for job
  - A company drastically changes its structure
  - A company increases productivity in the midst of stiff competition
  - Redesign all or part of company's work process
13. Organizational culture can be defined as:
- One of the modern key change issues that alters organization cultures
  - Consciously coordinated social entity with a relatively identifiable boundary working on a continuous basis to achieve a goal
  - Formal framework by which various jobs, tasks are grouped and coordinated
  - Organizational structure that adapts to its environment including identifiable boundaries on organizational culture to achieve a goal
14. Max Webber’s Bureaucracy principles include:
- Promotion by seniority and not by merit
  - Individuals are expected to be passive
  - Offices are hierarchically arranged
  - Strict impartial behavior expected from job holders
15. Which one of the following is not a specific need for standards: -
- Provide a baseline for measuring the quality
  - Maintaining a high level of quality in the practice of nursing
  - Provide a common base in the nursing profession
  - Provide assurance to patients or clients that their stated or implied needs will be met on time, every time

16. Which one of the following statements is true about the Semi-autonomous Government Agencies (SAGAs): -

- a) They are financed fully through GOK (Ministry of Finance)
- b) AMREF is one of the listed national SAGAs
- c) They are governed by Board of Director (BoD) where the Ministry of is represented
- d) Kenyatta National Hospital as a SAGA, conducts multi-sector health research as a key mandate.

17. The change agent must do which of the following?

- a) Have a formal line of authority
- b) Have a disregard for organizational politics
- c) Be a member of the organization
- d) Possess conflict resolution skills

18. Improving quality through small, incremental improvements is a characteristic of what type of quality management system?

- a) Just-in-time
- b) Six Sigma
- c) Total Quality Management
- d) Kaizen

19. Fayol's principle of esprit de corps refers to:

- a) Subordination of individual interest to the common good.
- b) Development of a high level of employee morale.
- c) Encouragement of initiative and risk taking.
- d) Emphasis on goal setting.

20. Which type of structure has decision making and power being led by a few people: -

- a) Flat.
- b) Integrated.
- c) Matrix.
- d) Tall

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

1 State the roles of the following health sector actors; (6mks)

- a)
  - i) Ministry of Health (2 Marks)
  - ii) Private Sector (2 Marks)
  - iii) Professional bodies/associations (2 Marks)
- b) Explain the following terms; (4mks)
  - i. Organizational chart (1 Mark)
  - ii. Service Charter (1 Mark)
  - iii. Hawthorne effect (1 Mark)
  - iv. Controlling (1 Mark)

2. State three (3) ways to Increase Expert Power as an emergency care specialist. (3mks)
3. State five (5) implications of Maslow's hierarchy of human basic needs in Emergency Service management (5mks)
4. Explain the classification of managerial roles according to Henry Mintzberg (9mks)
5. Explain two (2) differences between management and leadership (4 mks)
6. State five ways in which safety evacuation teams can be made effective. (5mks)
7. State five (5) circumstances under which an Emergency Medical Service manager can adopt to use Laissez - faire style of leadership (5mks)

**SECTION THREE: LONG ANSWER QUESTIONS (LAQS)** (40mks)

1. Discuss how you will identify the risks and benefits in outsourcing ambulance services using the SWOT analysis tool. (20 marks)
2. Discuss five strategies to overcome barriers to change in an accident and Emergency department. (20 marks)