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NPP 421



(University of Choice)

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

**UNIVERSITY EXAMINATIONS  
2022/2023 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: Wednesday, 12TH April 2023      TIME: 3-6PM**

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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.

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

1. The main difference between a manager and a leader is that, a leader
  - a) Works with and through people
  - b) Works effectively and efficiently
  - c) Has formal authority
  - d) Is able to influence people
2. At what level of an organization does a corporate manager operate?
  - a) Functional
  - b) Operational
  - c) Middle level
  - d) Top level
3. Which core job characteristic promotes job satisfaction for paramedics?
  - a) Rigid rules.
  - b) Autonomy in decision making.
  - c) Hierarchical decision making.
  - d) Lack of communication with specialists
4. The first step of in controlling function is:
  - a) Measuring performance
  - b) Taking corrective action
  - c) Establishing standards
  - d) Setting goals
5. What are the three interpersonal roles of managers according Henry Mintzberg?
  - a) Figurehead, leader and liaison
  - b) Spokesperson, leader, coordinator
  - c) Director, coordinator, disseminator
  - d) Communicator, organizer, spokesperson
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?
  - a) Functional
  - b) Operational
  - c) Middle level
  - d) 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. The major goal of devolution of health care system is to:
- Strengthen local government units
  - Allow greater autonomy to local government units
  - Empower the people and promote their self-reliance
  - Make basic services more accessible to the people
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. Which activity would be considered expected behavior during the refreezing phase of planned change?
- Developing policies and procedures
  - Working to develop trust
  - Identifying restraining forces
  - Allowing time for people to assimilate the change
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): -
- They are financed fully through GOK (Ministry of Finance)
  - 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. Health system building blocks include:
- a) Access, Health care finance and Conflict resolution
  - b) Health workforce, Access and Health service delivery
  - c) Health service delivery, Conflict resolution, Health Finance
  - d) Health financing, Health workforce and Health service Delivery
19. Which one of the following sets the standards for behavior within the organization?
- a) The mission.
  - b) The values.
  - c) The philosophy.
  - d) The vision
20. Which one of the following task should not be delegated to a non-professional employee?
- a) Doing the vital signs
  - b) Turning the client every two hours
  - c) Grooming and bathing the client
  - d) Assessment of neurological deficits

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

- 1 State the roles of the following health sector actors; (6mks)
- a)
    - i) Media (2 Marks)
    - ii) World Health Organization (2 marks)
    - iii) Professional bodies/associations: (2 Marks)
  - b) Explain the following terms; (4mks)
    - i. Shortest Decision path (1 Mark)
    - ii. Bench marking (1 Mark)
    - iii. Staff Establishment (1 Mark)
    - iv. Delegation (1 Mark)
2. State **four** (4) decision making tools (4mks)
3. State **five** (5) factors that determine the effectiveness of staff orientation (5mks)
4. Explain **four** (4) principles of management (8 marks)
5. By use of relevant examples, outline **two** (2) differences between Coaching and Mentorship (4 mks)
6. State **five** (5) 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 transactional type style of leadership (5mks)

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

1. Discuss **five (5)** leadership concepts that you will embrace as an incident commander (20 marks)

2. As an EMS manager; your office has received numerous complaints of malpractice among your paramedic team. Discuss how you would approach and solve the issue (20 marks)