



(University of Choice)

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

**UNIVERSITY EXAMINATIONS
2023/2024 ACADEMIC YEAR**

TRIMESTER EXAMINATIONS

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

COURSE CODE: NPP 421

**COURSE TITLE: EMERGENCY MEDICAL SERVICE (EMS)
LEADERSHIP AND MANAGEMENT**

DATE: 8TH APRIL 2024 TIME: 3-6PM

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. Which of the following is not a quality of effective leadership:-

- a) Objectivity
- b) Sympathy
- c) Empathy
- d) Respect

2. Which one of the following best illustrates the role of the National Ministry of health in Kenya?

- a) Promotion of primary health care;
- b) Licensing and control of undertakings that sell food to the public;
- c) Provision of Veterinary services (excluding regulation of the profession)
- d) Health policy Development

3. Which of the following is an example of a long term outcome of a health programme:-.

- a) Increase in knowledge of a topic after a health education session
- b) Confidence will increase, such as confidence in using a blood pressure cuff at home
- c) Increase in follow-up health appointments
- d) Decreased incidence of a health condition

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. Unity of direction as a principle of management involves:-

- a) Sub ordinates receiving orders and being accountable to one manager
- b) Employees understanding and pursuing the same objectives.
- c) Putting aside personal considerations and putting company objectives first.
- d) An organization having a clear line of authority from top to bottom

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. The Kenya's Principal Secretary for Health is called:

- a) Susan Mochache.
- b) Mary Muriuki.
- c) Susan Nakhumicha.
- d) Roselinda Soipan

8. The process of assigning competent people to fill the roles designed in the organizational hierarchy is:-

- a) Staffing
- b) Scheduling
- c) Recruitment
- d) Induction

9. Management where each individual has one manager to report to, and to whom they are responsible is known as: -

- a) Discipline
- b) Unity of command
- c) Authority
- d) Unity of direction

10. A good decision maker is one who:

- a) Uses various models to guide the process based on the situation.
- b) Adopts one model and uses it to guide all decision making.
- c) Does not use any models because they are not at all useful.
- d) Develops a model each time a decision needs to be made.

11. The purpose of an organization structure is to: -

- a) Plan and implement organization's objective
- b) Review the remuneration of the staff
- c) Depict inter-departmental relations
- d) Monitor flow of communication

12. Who among the following is the founder of the two factor theory approach; Motivation and Hygiene factor theory?

- a) Max Weber
- b) Elton Mayo
- c) Fredrick W. Taylor
- d) Frederick Herzberg

13. Organizational culture can be defined as:

- a) One of the modern key change issues that alters organization cultures
- b) Consciously coordinated social entity with a relatively identifiable boundary working on a continuous basis to achieve a goal
- c) Formal framework by which various jobs, tasks are grouped and coordinated
- d) Organizational structure that adapts to its environment including identifiable boundaries on organizational culture to achieve a goal

14. Max Webber's Bureaucracy principles include:

- a) Promotion by seniority and not by merit
- b) Individuals are expected to be passive
- c) Offices are hierarchically arranged
- d) Strict impartial behavior expected from job holders

15. Which one of the following is not a specific need for standards: -

- a) Provide a baseline for measuring the quality
- b) Maintaining a high level of quality in the practice of nursing
- c) Provide a common base in the nursing profession

- d) Provide assurance to patients or clients that their stated or implied needs will be met on time, every time
- 16. Which of the following best describes the right action taken in case of noted malpractice:**
- a) Immediate summary dismissal of the affected staff
 - b) Report the matter to the regulatory board for action
 - c) Constitute a clinical inquiry team to review the matter
 - d) Issue warning and attach the staff to a mentor
- 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. Which of the following focuses on goal attainment:**
- a) Efficiency
 - b) Effectiveness
 - c) Transparency
 - d) Integrity
- 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. When reviewing an organizational chart, what represents the formal line of authority and responsibility within the organization?**
- a) Specialization of labor.
 - b) Chain of command.
 - c) Span of control.
 - d) Organizational structure

PART TWO: SHORT ANSWER QUESTIONS (SAQS) (40 MARKS)

- 1 State the roles of the following health sector actors; (6mks)
- a)
- i) Faith based organizations (2 Marks)
 - ii) Developmental partners (2 Marks)
 - iii) Professional bodies/associations (2 Marks)
- b) Describe the difference between vision and mission of an organization using appropriate relevant examples (4 Marks)
2. State three (3) roles of a change agent (3mks)
3. State five (5) importance of performance management in a health care organization (5 Marks)
4. Describe how to conduct monitoring and evaluation of health service delivery in Emergency Medical Service (EMS) (9mks)
5. Explain two (2) characteristics of a good plan (4 mks)
6. State five (5) roles of effective communication (5 mks)

7. State five (5) circumstances under which an Emergency Medical Service manager can adopt to use free rein style of leadership (5mks)

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

1. Describe **five** (5) strategies you will embrace to avoid resistance to change in your Emergency Medical Service (EMS) organization (20 marks)
2. County department of Health in your county is keen on implementing an enhanced paramedic's mentorship programme to strengthen ambulance services. Discuss how you can make this a reality as a focal person in the county (20 Marks)

