



**KISII UNIVERSITY**  
**UNIVERSITY EXAMINATIONS**

**SECOND YEAR EXAMINATION FOR THE AWARD OF THE**  
**DIPLOMA IN CLINICAL MEDICINE AND SURGERY**  
**THIRD SEMESTER 2022/2023**  
**[MAY-AUGUST, 2023]**

**CIMS 0277: HEALTH SERVICES MANAGEMENT**

**STREAM: Y2S3**

**TIME: 2 HOURS**

**DAY: THURSDAY, 9:00 – 12:00 PM**

**DATE: 27/07/2023**

**INSTRUCTIONS**

**1. Do not write anything on this question paper.**

1. List ten of Henry Fayol's principles of management (10 marks)
2. With the aid of a diagram, explain the planning process (10 marks)
3. Outline the disadvantages of the controlling function in management (10 marks)
4. Briefly discuss five types of leaders (10 marks)
5. a) Explain what you understand by the term 'motivation' in management (2 marks)  
a) Explain the following assumptions regarding people in organizations as espoused by Edgar Schein;
  - i. Rational economic man (2 marks)
  - ii. Social man (2 marks)
  - iii. Self-actualizing man, and (2 marks)
  - iv. Complex man (2 marks)
6. Using an illustration, outline the decision making process (10 marks)
7. What do you understand by the following terms;
  - a) Budget (2 marks)
  - b) Revenue budget (2 marks)

- c) Recurrent expenditure (2 marks)
- d) Development/capital expenditure (2 marks)
- e) Accounting officer (2 marks)
- 8. As an officer in charge of a health centre, enumerate five reasons of keeping up to-date Stock records (10 marks)
- 9. List the details that are filled out in a government vehicle work ticket (10 marks)
- 10. Explain the following disciplinary procedures in the public service;
  - a) Summary dismissal (4 marks)
  - b) Interdiction (3 marks)
  - c) Suspension (3 marks)

### **MULTIPLE CHOICE QUESTIONS**

#### **PICK ONLY ONE CORRECT ANSWER BY CIRCLING**

1. Which of the following refers to the fundamental concepts, theories, and principles that form the basis of the field of management?
  - a) Foundations of Management
  - b) Classical Theories
  - c) Contemporary Theories
  - d) Major Functions of Management
  - e) Principles of Management
2. Which of the following represents early management theories that emerged in the late 19th and early 20th centuries?
  - a) Foundations of Management
  - b) Classical Theories
  - c) Contemporary Theories
  - d) Major Functions of Management
  - e) Principles of Management
3. Which of the following major functions of management involves guiding and motivating employees to accomplish organizational objectives?
  - a) Planning
  - b) Organizing
  - c) Directing/Leading
  - d) Delegating & Coordinating
  - e) Controlling

4. Which set of principles emphasizes effective organization and coordination and was proposed by Henri Fayol?
  - a) Fayol's 14 Principles of Management
  - b) Other Principles of Management
  - c) Technical Skill, Human Skill, Conceptual Skill
  - d) Programmed Decision Making, Non-programmed Decision Making, Factors Affecting Rational Decision Making
  - e) Supervising, Delegating, Coordinating, Monitoring, and Controlling
  
5. Which management skill refers to working effectively with people, understanding their behavior, motivating them, and building positive relationships?
  - a) Technical Skill
  - b) Human Skill
  - c) Conceptual Skill
  - d) Programmed Decision Making
  - e) Situation Analysis
  
6. Which type of decision-making is routine and repetitive, based on established rules and procedures?
  - a) Programmed Decision Making
  - b) Non-programmed Decision Making
  - c) Factors Affecting Rational Decision Making
  - d) Coordinating
  - e) Implementation of Decision
  
7. Which subfunction of management involves regularly assessing performance, comparing it with established standards, and taking corrective actions as needed?
  - a) Supervising
  - b) Delegating
  - c) Coordinating
  - d) Monitoring and Controlling
  - e) Evaluation of Outcome
  
8. Which step of problem solving involves identifying and understanding the underlying causes and dynamics of a problem or situation?
  - a) Situation Analysis
  - b) Prioritization
  - c) Options
  - d) Implementation of Decision
  - e) Evaluation of Outcome

9. Which step of problem solving involves assessing the results and impact of the decision or solution implemented and making adjustments if necessary?
- Situation Analysis
  - Prioritization
  - Options
  - Implementation of Decision
  - Evaluation of Outcome
10. Which step of problem solving involves generating and evaluating courses of action?
- Situation Analysis
  - Prioritization
  - Developing alternative solutions
  - Implementation of Decision
  - Evaluation of Outcome
11. Which of the following refers to the qualities of a leader?
- Leadership theories
  - Leadership styles
  - Motivators and Demotivators
  - Formation of groups
  - Characteristics of individuals in a group
12. Which of the following represents theories explaining what drives and sustains human behavior in the workplace?
- Leadership theories
  - Leadership styles
  - Motivation theories
  - Types of groups
  - Functional and dysfunctional behavior in a group
13. What do we call the factors that increase motivation and job satisfaction?
- Leadership theories
  - Motivators
  - Demotivators
  - Types of groups
  - Characteristics of individuals in a group
14. Which of the following refers to the process of selecting and hiring employees for an organization?
- Organizational concepts and theories
  - Recruitment

- c) Job description and specification
  - d) Staff discipline
  - e) Performance appraisal
15. What term is used to describe the system of rules and regulations governing the conduct of civil service employees?
- a) Civil service concepts and theories
  - b) civil service constitution
  - c) Civil service code of regulations
  - d) Civil service code of laws
  - e) Civil service statutes
16. Which of the following refers to the methods and techniques used to organize and store documents within an office?
- a) Income tax returns
  - b) Circulars
  - c) Posting orders
  - d) Filing systems
  - e) Silos
17. What term is used for written communication within an organization, typically used for official announcements or directives?
- a) Memos
  - b) Circulars
  - c) Posting orders
  - d) Filing systems
  - e) Letters
18. Which of the following refers to the process of evaluating and assessing an employee's job performance?
- a) Recruitment
  - b) Job description and specification
  - c) Staff discipline
  - d) Performance appraisal
  - e) Conducting meetings
19. \_\_\_\_\_ is the basic reason for it's existence.
- a) The organizational vision
  - b) The organizational mission
  - c) The organizational objectives
  - d) The organizations CEO
  - e) The organizational strategic plan

20. The control and management of government finances is covered by the following except:
- The constitution of Kenya – Chapter 12 (Public Finance) in the new constitution
  - The public finance management act 2012
  - Controller of Budget.
  - Auditor-General
  - The county Auditor General
21. In Reinforcement theory, the following are the types of conditioning;
- Positive Reinforcement - getting rewards because of a behavior
  - Negative Reinforcement - This is the process of getting no rewards when you do a behavior.
  - Punishment - getting a punishment as a consequence of a behavior
  - Extinction - This is the process of having a stressor taken away as a consequence of a behaviour
  - Extermination – the process of having a stressor taken away and a reward given to replace the stressor

**20. Agenda for meetings;**

- Itemizes the points of business
- Allows members to know what to expect
- It is the secret weapon of a successful manager
- Should be kept secret from participants until the time of the meeting
- Enables members to prepare

**21. In the process of ordering and receiving medicine, the following documents may be used;**

- P3 Police form
- S3
- S22
- Passport photo of the person ordering
- S12

**22. Knowledge on public financial management;**

- Only important to the health facility in-charge
- Only important for the accountants in the hospital
- Leads to utilization of methods and controls to effectively achieve publicly determined goals
- Does not add value to the quality of health services offered to the public

- e) Leads to misuse of financial resources

**23. An accounting officer in public finance;**

- a) Must be an accountant by training
- b) Is responsible for the financial business of a ministry/department
- c) Is answerable to parliament
- d) Can be a clinical officer in-charge, a driver, a watchman, hospital superintendent
- e) Is allowed to borrow government funds he is entrusted with as long as it is refunded

**24. Components to the revenue budget;**

- a) Tax revenue
- b) Funds from ivory poaching
- c) Government borrowing
- d) Fines paid in court
- e) Bribes paid to traffic police

**25. Accountable documents include;**

- a) Minutes of meetings
- b) Personal diary of the officer in-charge of a health facility
- c) Patients' records
- d) Outpatient register
- e) All payment vouchers

**26. Government goods/stores may be lost through;**

- a) Accidents
- b) Negligence, incompetence, or misconduct of government employees
- c) Fraud
- d) Ageing
- e) Theft

**27. Regarding government vehicles;**

- a) The key is always kept by the driver
- b) Can be driven by any member of staff as long as they have a valid driving licence
- c) Cannot be stopped by the police
- d) Public officers are allowed to carry their spouses and children in GOK vehicle
- e) Should only be fuelled at government owned petrol stations

**28. Types of leave granted to public servants;**

- a) Annual leave
- b) Valentine's day leave for lovers
- c) Wedding leave
- d) Leave for sportsmen
- e) Maternity leave

**29. Summary dismissal of an officer;**

- a) Only done at national level and not county level
- b) Can be done by the officer in-charge of a health centre
- c) Can only be done by the president
- d) Can be done if an officer is away for one month without leave or reasonable cause and cannot be traced/defend himself/herself
- e) Cannot be challenged in a court of law

**30. Sick leaves are granted as follows;**

- a) A clinical officer at level 5 can grant maximum of 48 hours
- b) A clinical officer at level 5 can grant maximum of four days
- c) A consultant can grant maximum of six months
- d) A clinical officer in a health centre can grant maximum of four days
- e) Private medical practitioner cannot grant sick leave