



# KISII UNIVERSITY

## UNIVERSITY EXAMINATIONS

**SECOND YEAR EXAMINATION FOR THE AWARD OF THE  
DIPLOMA IN CLINICAL MEDICINE AND SURGERY  
THIRD SEMESTER 2021/2022  
[JUNE-SEPTEMBER, 2022]**

**CIMS 0277: HEALTH SERVICES MANAGEMENT**

**STREAM: Y2S3**

**TIME: 2 HOURS**

**DAY: FRIDAY, 12:00 – 2:00 PM**

**DATE: 09/09/2022**

**INSTRUCTIONS**

- 1. Do not write anything on this question paper.***
- 2. Answer ALL Questions***

**PART 1: ESSAY**

**SECTION A: SHORT ESSAY QUESTIONS**

**ATTEMPT ALL QUESTIONS. 10 MARKS EACH**

1. Enumerate five (5) sources of finance for health care in Kenya. (10 marks)
2. Explain Douglas McGregor's theory X and Y. (10 marks)
3. Outline five types of leave that can be granted to a civil servant. (10 marks)
4. Using an illustration, explain Abraham Maslow's hierarchy of needs. (10 marks)
5. Outline five attributes of a leader. (10 marks)
6. a) Define team work. (2 marks)  
b) Give four advantages and disadvantages of teamwork. (8 marks)

## **SECTION B: LONG ESSAY QUESTIONS**

### **ATTEMPT ANY TWO QUESTIONS. 20 MARKS EACH**

1. Using an illustration, outline and explain the steps in the planning process (20 marks)
2. Describe Henry Fayol's 14 Principles of management. (20 marks)
3. Describe all the functions of management. (20 marks)

## **MULTIPLE CHOICE QUESTIONS**

### **CHOOSE THE MOST CORRECT RESPONSE**

1. The following state officers can fly the national flag on their vehicles;
  - a) County commissioners
  - b) Deputy governors
  - c) Members of the county assembly
  - d) Vice chancellors of public universities
2. A public officer who is dismissed from service;
  - a) Is paid all pension accruing?
  - b) Forfeits all rights to a pension
  - c) Remains on half salary until reinstated to work
  - d) Is entitled to terminal leave of three months
3. Reasons why health workers learn management, except;
  - a) To fulfil the requirements of the curriculum
  - b) For better management of human resources
  - c) To familiarize with government financial procedures
  - d) So as to acquire leadership skills
4. Which is not true about management;
  - a) The art of getting things done through others
  - b) To manage is to forecast and to plan, organize, to command, to co-ordinate and to control
  - c) Act of removing blocks to performance as a way of optimizing efficiency in reaching goals
  - d) The art of prescribing effective drugs after doing thorough investigations
5. Scientific management theory;
  - a) Focused on performance of routine and repetitive tasks
  - b) Concentrated on high level managers
  - c) Was more concerned with human relations
  - d) Is the most modern management theory spelt out after the year 2000

6. In Fredrick Herzberg's theory of motivation, hygiene factors include;
  - a) Achievement
  - b) Recognition
  - c) Work itself
  - d) Supervision
  
7. In Fayol's principle of division of labor;
  - a) One person should do all the work
  - b) Work is divided into specialized tasks or elements
  - c) Various tasks should be allocated to one employee so as to cut costs
  - d) Since labour is divided it can never lead to fatigue and boredom
  
8. The management function of planning;
  - a) Is not concerned with the future impact of today's decisions
  - b) All other management functions revolve around it
  - c) It is the least important among management functions
  - d) It is the same as leadership
  
9. In planning, vision is;
  - a) An organization's reason for being
  - b) Non-specific and motivational
  - c) Is the same as mission
  - d) Mainly carried out by subordinates
  
10. Which is not a types of plan in management;
  - a) Strategic plan
  - b) Operational plan
  - c) Architectural plans
  - d) Policies
  
11. Which is not true about delegation of authority;
  - a) Authority is legitimized power
  - b) Power is the ability to influence others
  - c) Delegation is distribution of authority
  - d) Delegation frees the manager to use his or her time in personal endeavors
  
12. The exception principle in delegation;
  - a) Someone must be in charge
  - b) A person lower down in the organization handles exceptions to the usual while the top management must handle everything for smooth running of the organization
  - c) Unusual decisions must be undertaken by lower level employees in the organization
  - d) Exceptional decisions should only be made by a committee
  
13. Charismatic leader;
  - a) Always dresses smartly
  - b) Acquires leadership due to his skills
  - c) Has influence due to the strength of personality
  - d) Influence arises from his position in the hierarchy

14. Which is not true about authority;
- Is the legitimate right to give commands
  - Can influence the thoughts and actions of other people
  - Can be delegated
  - Cannot be delegated
15. Power;
- Is the legitimate right to give commands
  - Emanates from physical strength of an individual
  - Is the capacity to influence another through the control over needed resources
  - Commonly called accountability or responsibility

### **TRUE/FALSE QUESTIONS**

- **Mark as TRUE or FALSE**
- **You lose one mark for any wrong response**

1. Responsibility;
- Is the legitimate right to give commands
  - Can influence the thoughts and actions of other people
  - Is the ability to impose the will of one person or group to bring about certain behaviours in others
  - Is an obligation to perform certain functions on behalf of the organization?
  - Commonly called accountability, it can be delegated.
2. In management, kinds of power bases include;
- Illegitimate power
  - Expert power
  - Expatriate power
  - Reward power
  - Coercive power
3. The vehicle transport work ticket;
- The document for authorizing use of a government vehicle
  - Can be signed by anybody who works in a health centre
  - Details to be filled include; vehicle registration number, distance of travel, particulars of authorizing officer
  - Is not necessary for official vehicles of cabinet and principle secretaries
  - Also used to authorize use of government motorcycles
4. Remunerative allowances given in the public service include;
- Hardship allowance
  - Transfer or disturbance allowance
  - Off-duty allowance
  - Marital allowance
  - Strike allowance

5. Under the new constitution, the salary of a clinical officer in the civil service is determined by;
  - a) Parliament
  - b) Civil servants union
  - c) Salaries and remuneration commission
  - d) Clinical officers council
  - e) Kenya clinical officers association
  
6. The following are exempt from user fees in public hospitals
  - a) Maternal and child health
  - b) Family planning
  - c) Mortuary services
  - d) Treatment for tuberculosis
  - e) University students
  
7. Loss of goods in government stores may occur through;
  - a) Fair wear and tear
  - b) Obsolescence
  - c) Negligence
  - d) Fraud
  - e) Ageing
  
8. Reasons for keeping stock records include;
  - a) Keeping store keepers busy
  - b) Only as a legal requirement
  - c) To provide a method of informing warehouse staff of the location of goods in the warehouse
  - d) To serve the purpose of a pricelist
  - e) To provide the information on the use being made of items in the stock
  
9. Objectives of the supplies function in government;
  - a) To enrich senior civil servants
  - b) To favour regions that voted for the government in power
  - c) To supply the right goods
  - d) To get the right price for goods
  - e) To avoid corruption
  
10. Local purchase order;
  - a) Is an accountable document
  - b) Used for ordering goods locally in the government sector
  - c) Used to record daily receipts and payments
  - d) Used for payment of goods and services instead of cash
  - e) Used for issuing of stores eg from the university stores department to the faculty of health sciences
  
11. Counter requisition and issue voucher (S 11);
  - a) Is an accountable document
  - b) Used for ordering goods locally in the government sector
  - c) Used to record daily receipts and payments
  - d) Used for payment of goods and services instead of cash

- e) Used for issuing of stores eg from the university stores department to the faculty of health sciences
12. Cash book (FO 26);
- a) Is an accountable document
  - b) Used for ordering goods locally in the government sector
  - c) Used to record daily receipts and payments
  - d) Used for payment of goods and services instead of cash
  - e) Used for issuing of stores eg from the university stores department to the faculty of health sciences
13. Cheque book;
- a) Is an accountable document
  - b) Used for ordering goods locally in the government sector
  - c) Used to record daily receipts and payments
  - d) Used for payment of goods and services instead of cash
  - e) Used for issuing of stores eg from the university stores department to the faculty of health sciences
14. Importance of an agenda in management of meetings;
- a) The manager can use it as a weapon to ambush members attending the meeting
  - b) Allows members to know what to expect
  - c) Enables members to prepare
  - d) Provides order for dealing with issues
  - e) Facilitates responsibility for members to attend
15. Time wasters;
- a) Prolonged or unnecessary meetings
  - b) Interruptions from own staff, colleagues, or the boss
  - c) Idle conversations and over socializing
  - d) Unnecessary memos
  - e) Procrastination