



(University of Choice)

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

**MAIN CAMPUS**

**UNIVERSITY EXAMINATIONS  
2020/2021 ACADEMIC YEAR**

**THIRD YEAR, SECOND TRIMESTER SPECIAL EXAMINATION  
FOR THE  
DEGREE IN SCIENCE HEALTH PROFESSIONS EDUCATION**

**COURSE CODE: HPE 209**

**COURSE TITLE: LEADERSHIP AND MANAGEMENT IN HEALTH**

**DATE: Thursday 26<sup>th</sup> August 2021**

**TIME: 8:00 AM-11:00Pm**

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**INSTRUCTIONS TO CANDIDATES**

Answer All Questions

Section A: Multiple Choice Questions (MCQ)	20 Marks.
Section B: Short Answer Questions (SAQ)	40 Marks.
Section C: Long Answer Question (LAQ)	40 Marks

**TIME: 3 Hours**

MMUST observes ZERO tolerance to examination cheating

This Paper Consists of 4 Printed Pages. Please Turn Over.

**Section A: Multiple Choice Questions (MCQ)****20 Marks.**

1. The unit manager generally uses a stepwise method to arrive at decisions that are logical and that is used to maximize the achievement of the desired objective. Which decision making model does this manager use?
  - A. Political decision-making model
  - B. Experimentation process
  - C. Rational decision-making model
  - D. Trial-and-error method
2. What leadership style is used to maintain a strong control in the department?
  - A. Laissez- faire
  - B. Democratic
  - C. Collegial
  - D. Autocratic
3. What makes you think is the most effective leadership style that can be used during emergency situations?
  - A. Democratic
  - B. Laissez- faire
  - C. Autocratic
  - D. Supportive
4. What are the qualities that define a leader who uses laissez- fair
  - A. The group in planning and in decision making
  - B. Passive and puts the responsibility of decision-making to others
  - C. Foster independence in team by promoting motivation and creativity.
  - D. Provide little autonomy and self-motivation
5. This is a joint trait of a leader which is defined as his ability to possess honesty, responsibility and maturity in the working area.
  - A. Integrity
  - B. Personality
  - C. Intelligence
  - D. Flexibility
6. You are head of department in the respective training institution. Your roles in the planning process in the hospital include the following, except one:
  - A. Act as link between higher- level managers and non-managers
  - B. Directly responsible for the actual production of nursing services
  - C. Represent the organization
  - D. None of Above
7. You have been asked by your immediate unit manager discuss about Contingency Theory during staff meeting. What should you are included in your discussion?
  - A. It is a theory in leadership that views the pattern of leader behavior as dependent on the interaction of the personality and the needs of the situation.
  - B. It considers that leaders must provide followers the sense of security and approval and discipline to succeed in an output.
  - C. It emphasizes that both leaders and followers should act on one another to raise their motivation.
  - D. It states that leadership qualities inspire followers to motivated by what they do
8. Why is effective communication important in managing personnel?
  - A. It fosters influence and power
  - B. It promotes independence and collaboration
  - C. It motivates personnel to do their jobs well

- D. All of the above
9. Downward communication is outlined below. Which one is correct?
    - A. The communication is between two supervisors
    - B. The flow of communication is from the head nurse to supervisor
    - C. The flow of communication is from the chief nurse to the head nurse
    - D. The flow of communication is from the staff nurse to the chief nurse
  10. During controlling and evaluating phase, which one of the following is quality improvement method utilized by institutions.
    - A. Credentialing and licensing
    - B. Standards of care
    - C. Clinical pathways
    - D. Benchmarking
  11. Managers today realize that long term success can be achieved primary by satisfying the customer. Customers are demanding quicker service, higher quality and more -----
    - A. Value for their money
    - B. personal attention
    - C. Variety in services
    - D. Online choices
  12. The belief that a firm obligation goes beyond that required by law and economics, and includes a pursuit of long term goals that are good for society is known as:
    - A. Social responsiveness
    - B. Ethical responsibilities
    - C. Social responsibility
    - D. Social obligation
  13. In staffing function, which one of the following groups of managers is involved
    - Only top managers
    - Only human resource managers
    - Only middle managers
    - All managers
  14. Which one of the following is not an importance of staffing?
    - A) Suitable division of work among employees
    - B) Developing skills in employees
    - C) Employee satisfaction
    - D) Efficient use of human resources
  15. In staffing function, which combination of activities in sequential order is correct?
    - A. Recruitment, selection, training, placement
    - B. Selection, training, recruitment, placement
    - C. Recruitment, selection, placement, training
    - D. Recruitment, training, selection, placement
  16. Which one of the following sources is most relevant to recruiting managerial personnel?
    - A. Direct recruitment
    - B. Employment exchange
    - C. Advertisement
    - D. Casual callers
  17. Which of the following is not a disciplinary action against employee
    - A. Dismissal
    - B. Increments
    - C. Discharge
    - D. Disciplinary demotion

18. An exertion for achieving a set goal is known as
- Motivation
  - Goal congruence
  - Effort
  - Autonomy
19. A manager, who is responsible for both cost and revenue belong to the department of:-
- Cost center
  - Revenue center
  - Profit center
  - Investment center
20. Which of the following is the less desirable way to record minutes of a meeting due to cost?
- Use a tape recorder.
  - Use a notebook computer to record notes.
  - Videotape the meeting.
  - Use a notebook.

**Section B: Short Answer Questions****40 Marks**

- Explain **five** principles of management that leaders of training instructions should Practice 5 marks
- State **five** rights that must be considered during delegations process 5 marks
- Explain **five** purpose of conducting staff evaluations in organization 5 marks
- Explain **five** factors that lead to time wasting in organization 5 marks
- State **five** purpose of conducting staff team building 5 marks
- Explain five importance of maintaining updated office file 5 marks
- Describe five roles of strategic planning 10 marks

**Section C: Long Answer Questions****40 marks****Question One**

Describe the process of staff appraisal

20 marks

**Question two**Discuss the main stages of change in management of change in and organization citing example  
20 marks