



AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF PUBLIC HEALTH
DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT
MASTER OF SCIENCE IN HEALTH SYSTEMS MANAGEMENT
END OF SEMESTER EXAMINATION MAY 2024

UNIT CODE: HSM 815
AND MANAGEMENT

UNIT NAME: HEALTHCARE ORGANISATIONS

DATE: May 2024

TIME: Three Hours

Start: 16:00 Hours

Finish 19:00 Hours

INSTRUCTIONS

1. This exam is marked out of 70 marks
2. This Examination comprises TWO Sections
Section A: Compulsory Question (30 marks)
Section B: Long Answer Questions (40 marks)

SECTION A: COMPULSORY (30 Marks)

QUESTION 1 SHORT ANSWER QUESTIONS

- a) Describe the following terms as used in management:
 - i. Healthcare organisation (3 Marks)
 - ii. Classify Healthcare Organisations (3 Marks)
- b) Describe organizational structure and contrast between formal and informal organizational structure in three distinct areas. (8 marks)
- c) Describe any TWO (2) of the three types of formal organization structures below:
 - i. Line Pattern/Relationship (2 Marks)
 - ii. Matrix Organizational Structure (2 Marks)
 - iii. Functional Line and Staff Pattern (2 Marks)
- d) Highlight management process (2 marks)
- e) Describe any FOUR (4) Principles of Management (8 marks)

SECTION B (40 MARKS)

QUESTION TWO

(20 MARKS)

- a) Describe coordination in an organisation (2 marks)
- b) Explain the importance of coordination in a healthcare organisation (2 marks)
- c) Describe any two principles of coordination (6 marks)
- d) Differentiate between Leadership and Management (2 marks)
- e) Describe any FOUR (4) ATTRIBUTES of a leader (8 marks)

QUESTION THREE

(20 MARKS)

- i. Define administration (2 marks)
- ii. Discuss the essence of good administration in a Healthcare Organization (18 marks)

QUESTION FOUR

(20 MARKS)

- i. Describe what Management of a Healthcare Organisation entails? (4 marks)
- ii. Discuss how you will apply good Management principles and functions to ensure efficient and effective running of a healthcare organisation (16 marks)

QUESTION FIVE

(20 MARKS)

- a) Describe Health Care Financing? (2 marks)
- b) What is the role of health care financing (2 marks)
- c) Describe TWO (2) models of Healthcare financing and state their advantages and disadvantages (6 marks)
- d) With relevant examples in both developing and developed countries discuss challenges and interventions in healthcare financing in a hypothetical country Zarunda. (10 marks)