



**AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF PUBLIC HEALTH
DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT
BACHELOR OF HEALTH SYSTEM MANAGEMENT AND DEVELOPMENT
END OF SEMESTER EXAMINATION AUGUST 2024**

HMD 221: Leadership and Governance
DATE: Tuesday 6th August 2024
TIME: TWO 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: ANSWER ALL QUESTIONS (30 MARKS)

1. Highlight the importance of partnership and collaboration in health systems (2 marks)
2. Outline the meaning of the acronym “BATNA “and why is it important in negotiations (4 Marks)
3. Differentiate between distributive and integrative negotiation (2 Marks)
4. Outline five stages of team development (5 Marks)
5. Outline six success factors for an effective negotiation in management. (6 Marks)
6. Highlight the importance of open communication (2 Marks)
7. Outline how emotional intelligence be beneficial in leadership (2 Marks)
8. outline four common time-wasting activities? (4Marks)
9. Outline three ways of delegation to improve time management(3Marks)

SECTION B: ANSWER ANY TWO (2) QUESTIONS

EACH QUESTION CARRIES 20 MARKS.

10. Your team has just completed a major health project. While the project was delivered on time and within budget, there were some communication breakdowns and missed deadlines for internal deliverables throughout the process. As the team leader, you want to conduct a team-building activity to address these issues.

- a) Identify the team's strengths that contributed to the project's success(5marks)
- b) Identify five areas for improvement in communication and collaboration (5 Marks)
- c) Develop five strategies to improve teamwork and communication for future projects. (10 Marks).

11. You are a project manager tasked with presenting the final results of a complex software development project on health system to two different audiences:

- Technical Team: Composed of developers and engineers who worked on the project and are familiar with the technical details.
- Executive Team: Composed of company executives with limited technical knowledge but a strong interest in the project's business impact.

a) Describe how you would adapt your communication style for each audience when presenting the project results (10 marks)

b) Explain your reasoning for each approach using the nine tips of public speaking. (10 Marks)

12. You are a college student working part-time at a retail store to generate some income to meet your expenses. This semester, you have a particularly demanding course load with multiple projects, exams, and frequent group meetings. On top of that, your work schedule has become more erratic due to upcoming holidays and staff shortages. Use the priority matrix to develop a time management schedule to effectively manage your time between schoolwork, your part-time job, and personal needs (sleep, meals, socializing). (20 Marks)