



**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-AUGUST 2024**

**HSM 715: HEALTH CARE ORGANIZATION & MANAGEMENT**

**DATE:** August 2024

**TIME:** Three Hours

**Start:**

**Finish:**

**INSTRUCTIONS**

1. This exam is marked out of 100 marks
2. This Examination comprises TWO Sections  
**Section A:** Compulsory Question (25 marks)  
**Section B:** Long Answer Questions (75 marks)

**SECTION A: COMPULSORY (25 Marks)**

- 1a. Explain the roles of health manager in organizational governance 5 marks
- b. Describe the benefits of effective time management as a manager 5 Marks
- c. Explain Principles of management you will apply in as a manager 5 Marks
- d. Explain what makes a good manager 5 Marks
- e. Briefly describe the benefits of scientific management in any health care organization 5 Marks

**SECTION B: ANSWER ANY THREE (3) QUESTIONS (75 Marks)**

2a. As a new appointed manager who will wish to improve employee knowledge and skills to make them more competence for better production. Describe the methods of training you are likely to initiate in your organization 16 Marks

2b. As a manager explain strategies you will use in developing administrative leadership potentials among young employees in your organizations. 9 Marks

3. Think of any recent situation of workplace conflict in which you were involved or of which you were aware. Analyze the situation using the following guidelines. 25 Marks

- a) Briefly describe the setting in which you work (one paragraph).
- b) Summarize the main causes of the conflict, drawing on the terminology of the reading on conflict which you studied.
- c) Identify the roles within the jobs of the main individuals involved in the conflict, demonstrating your understanding of the concept of *roles*.
- d) Describe how you, as a manager, would lead the process of resolving this conflict. Explain the reasons for using the approach you choose, referring to the leadership and conflict management.

**(These criteria show you how you will be assessed)**

Criteria	Marks
i) Clear and well-structured answers. (Refers to all sections)	5
ii) Brief descriptions. (Refers to a, b and c)	5
iv) Critical analysis of conflict situation resulting in problem identification. (Refers to b, c and d)	7
v) Appropriate and well substantiated conflict management strategy. (Refers to d) i.e. <i>Substantiated</i> means that you give reasons for your choices.	8
<b>Total</b>	<b>25</b>

4. Discuss five valuable ways of overcoming resistance to change as a new appointed manager in a health care organization where resistance to change commonly occurs. 25 Marks

**5.** As a manager, you have a responsibility to recognize and reinforce strong performance in your employees, and identify and encourage improvement where needed. But to begin with, you need to view performance management as a two-way discussion that goes on throughout the year. Your employees should never be surprised by the ratings and feedback they receive in their formal performance reviews. As a manager you are expected to support performance process for employees to be competent and productive. Discuss. 25 Marks

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