



**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 SEPTEMBER-DECEMBER 2024**

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

**DATE:** December 2024

**TIME:** Three Hours

**Start:** 5:30 PM **Finish:** 8:30 PM

**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)**

1. Outline four human rights standards in a health system. 4 Marks
2. Highlight three strengths and three Weakness of Horizontal Organization Structure 6 Marks
3. Explain five reasons for poor delegation. 5 Marks
4. Highlight five attributes of a good manager 5 Marks
5. Describe five roles of health manager in organizational governance 5 Marks

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

6. Organization structures that are likely to be encountered in health care organization includes functional and divisional. In this regard;
  - a) Discuss functional organizational structures in healthcare 13 Marks
  - b) Explain divisional organizational structures in healthcare 12 Marks
7. Discuss five Time Management techniques you are likely to apply as a manager of a newly established healthcare organization 25 Marks

8. In system approach to human resource management or staffing the various aspects of recruiting managers are to be considered. Discuss 25 Marks

9a. Describe the two types of strategic change in health care organization 10 Marks

9b. Describe the following planned change strategies used by change agents

- i. Empirical rational (5 marks)
- ii. Normative re-educative (5 marks)
- iii. Power-coercion (5 marks)

10. As a newly appointed manager you encounter serious conflict among the employees in the organization. Discuss five ways you will initiate to help find a solution over interpersonal conflict 25 Marks

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