



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, 2026

**UNIT CODE: HSM 715 UNIT NAME: HEALTH CARE ORGANIZATION AND
MANAGEMENT**

Date : 12th AUGUST 2026

TIME : Two (2) Hours Start-----5:30 PM-----End.....7:30 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)

Short Answer Questions

SECTION B (Set 5 Questions)

ANSWER ANY THREE (3) QUESTIONS (75 Marks)

Long Answer Questions

1. 1a. Explain the five component of health care systems 5 Marks
- b. Highlight five weaknesses that are encountered in functional organization structure 5 Marks
- c. Describe five steps of organizational development process 5 Marks
- d. Differentiate between mission and goals of organization 5 Marks
- e. As a newly appointed manager, explain five characteristics of identifying conflict situation in an organization 5 Marks

SECTION B (Set 5 Questions)

ANSWER ANY THREE (3) QUESTIONS (75 Marks)

Long Answer Questions

2. As a newly appointed manager who wish to improve employee knowledge and skills to make them more competent for better production. Discuss five strategies to use in developing administrative leadership potentials among young employees in an organization. 25 Marks
- 3a. There are many kinds of personal attitudes which cause poor delegation of authority, explain five steps managers should follow during delegation 10 Marks
- 3b. In many given situations the change agent may use one or a combination of the following strategies to effect change, Discuss 15 Marks
- i. Empirical rational
 - ii. Normative re-educative
 - iii. Power-coercion
4. 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 any five ways of supporting. 25 Marks
- 5a. Motivation can have an effect on the output of the business and concerns both quantity and quality. Business relies heavily on the efficiency of your production staff to make sure that services and products that meet demand of clients. Discuss the importance of Motivation in healthcare organization 10 Marks

5b. Discuss any five valuable ways of overcoming resistance to change in any organization as put forward by Kotter and Schlesinger (15 Marks)

6. Managers are important individuals that sectors cannot afford to miss. Managers perform tasks despite social stations at work with this in mind explain any **Five** functions a manager will encounter in any management of health care organization **25 Marks**

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