



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 JANUARY-APRIL 2025

HSM 715: HEALTH CARE ORGANIZATION & MANAGEMENT

DATE: 14th APRIL 2025

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)

Short Answer Questions

SECTION B (Set 5 Questions)

ANSWER ANY THREE (3) QUESTIONS (75 Marks)

Long Answer Questions

SECTION A.

- 1a. Outline Strengths of Functional Organization Structure 4 Marks
- b. Outline Weaknesses of Functional Organization Structure 4 Marks
- c. State **Five** ways of overcome weak delegation in any organization 5Marks
- d. Highlight any **Four** importance of organizational governance in any healthcare organization 4 Marks
- e. Explain **Four** factors determining an effective span of control in any of the organization

SECTION B (Set 5 Questions)

ANSWER ANY THREE (3) QUESTIONS (75 Marks)

Long Answer Questions

- 2a. Discuss any **Five** main components Health Care Systems 15 Marks
- b. Describe **Five** methods of training staff to improve the skill of employee in organization for better production 10 Marks
3. Discuss the strategies in developing administrative leadership potentials among young employees in your newly established health care organizations. 25 Marks
4. Resistance will occur whether the change is perceived to be beneficial or not, putting this in mind, discuss any **Five** reasons that cause resistance to change among employee in any organization. 25 Marks
5. Describe **Six** valuable ways put forward by Kotter and Schlesinger (1979) of overcoming resistance to change, If the change is to be implemented successfully. 25 Marks
6. Discuss the key Principles for effective time management 25 Marks