



AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF PUBLIC HEALTH
DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT
BACHELOR OF SCIENCE IN HEALTH SYSTEMS MANAGEMENT AND
DEVELOPMENT
END OF SEMESTER EXAMINATION JANUARY-APRIL 2026
HMD 223 ORGANISATION OF HEALTH SERVICE

TIME: Two Hours
Date : 16th April 2026
TIME : Two (2) Hours Start---5:00PM-----End...7:00PM...

INSTRUCTIONS TO CANDIDATES

- 1) This exam is out of 70 marks
- 2) Section-A is compulsory with a Total of 30 Marks
- 3) Answer any TWO (2) questions in Section B(40 Marks)

Read carefully the additional instructions preceding each section.

Section A

1. Matching Test Items (10 Marks)

Match Column A with Column B.

Column A

1. Planning
2. Organizing
3. Leading
4. Controlling
5. Division of Labour
6. Equity
7. Mintzberg's Informational Role
8. SWOT Analysis
9. Logical Framework Approach
10. Team Building

Column B

- A. Setting objectives and forecasting future needs
- B. Structuring roles and responsibilities
- C. Directing and motivating staff
- D. Monitoring performance against standards
- E. Specialization of tasks for efficiency
- F. Fair treatment of employees
- G. Disseminating and receiving information
- H. Identifying strengths, weaknesses, opportunities, threats
- I. Tool for project planning and evaluation
- J. Developing trust and collaboration among members

Column A							
Column B							

2. Case Study (10 Marks)

Scenario: A regional health center in Kenya is facing challenges in managing its workforce and service delivery. Staff complain about unclear reporting structures, lack of motivation, and poor monitoring of performance. Patients report delays in service and inconsistent communication. The management team wants to apply core management functions to address these issues.

Questions:

- a) Identify two management challenges faced by the health center. (2 Marks)
- b) Suggest two ways the planning function could improve service delivery. (2 Marks)
- c) Propose two strategies for motivating staff and strengthening leadership. (2 Marks)
- d) Explain two benefits of applying monitoring and evaluation tools in this health center. (4 Marks)

3. Short Answer Questions (10 Marks)

- a) Define management in the context of healthcare. (2 Marks)
- b) List three principles of management introduced by classical theorists. (3 Marks)
- c) Differentiate between management and leadership in health services. (2 Marks)
- d) State three strategic analysis tools used in healthcare management. (3 Marks)

Section B (Answer any two, 20 Marks each)

Essay Questions (20 Marks each)

Q4. Discuss the evolution of Fayol's 14 Principles of Management and examine their relevance to modern healthcare organizations. Illustrate your answer with examples from Kenyan health systems. (20 Marks)

Q5. Analyze the importance of both leadership and management in healthcare organizations. Provide practical examples from hospital settings to demonstrate how these functions complement each other in improving service delivery. (20Marks)

Q6. Evaluate the role of team building and diversity management in strengthening healthcare delivery. Use examples of effective health teams to support your discussion. (20 Marks)