



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 SECOND SEMESTER EXAMINATION SEPTEMBER - DECEMBER 2025

HMD 223 Health care systems

TIME: Two Hours

Date: December 2025

TIME : Two (2) Hours Start-----End.....

INSTRUCTIONS TO CANDIDATES

- 1) This exam is out of 70 marks
- 2) Section-A is compulsory with a Total of 30 Marks
- 3) Answer ALL (2) questions in Section B 30 Marks
- 4) Answer all question in section c-30Marks

Read carefully the additional instructions preceding each section.

Section A – Short answer questions 30 Marks.

Case Study: Sunrise Community Health Center

Sunrise Community Health Center is a mid-sized facility located in a semi-urban area, facing challenges related to effective resource allocation and team management. Recently, the management introduced a new strategic plan focusing on integrating digital health records, improving staff training, and enhancing teamwork. While the plan highlights long-term objectives and clear roles for each department, implementation is hindered by occasional misunderstandings among team members and limited skills in data analysis. The director wants to ensure that management practices are aligned with organizational goals and encourage team accountability and performance improvement.

- 1) Define management in the context of Sunrise Community Health Center(5 Marks)
- 2) State five core principles of effective management that can be applied to Sunrise Community Health Center(5marks)
- 3) State two roles that demonstrates the 'organizing' function of management at Sunrise Community Health Center. (2marks)
- 4) Outline five managerial skills that leaders at Sunrise Community Health Center emphasize to address implementation challenges(5marks)
- 5) State three actions that can enhance team effectiveness in Sunrise Community Health Center(3marks).

- 6) Matching each number from Column A to a letter from Column B 10 Marks

Column A: Terms/Concepts

1. Planning
2. Organizing
3. Leading
4. Controlling
5. SWOT Analysis
6. Team Building
7. Effective Team Characteristics
8. Analytical Tools
9. Managerial Roles
10. Communication Skills

Column B: Definitions/Descriptions

A. The process of setting objectives and determining actions to achieve them in a health care organization.

- B. Assigning tasks, grouping activities, and allocating resources to accomplish goals.
- C. Motivating and directing staff to achieve organizational objectives.
- D. Monitoring performance and making adjustments to meet goals.
- E. A strategic management tool used to identify strengths, weaknesses, opportunities, and threats.
- F. Activities that foster trust, collaboration, and cohesion among team members.
- G. Includes clear goals, mutual trust, and open communication among members.
- H. Methods such as PEST analysis or stakeholder mapping used for decision-making.
- I. Interpersonal, informational, and decisional activities performed by managers.
- J. The ability to convey information clearly and listen effectively within a health care team.

Try.

Section B – Answer any two questions ; 40 Marks

7) Explain :

- a. Two key function of a health systems manager.(4 Marks)
- b. 4 skills that is important for a manager working in health care(8Marks)
- c. 4 leadership roles for managers in health systems(8Marks)

8) Discuss :

- a) Two goals of strategic management in health care(8 Marks)
- b) Two tools used in strategic planning(8 Marks)
- c) Two importance of solving health sector problems(4Marks)

9) Describe four characteristics of effective teams and the process of team building to enhance organizational performance in health care settings(20Marks)