



**AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF PUBLIC HEALTH
DEPARTMENT OF COMMUNITY HEALTH
HIGHER DIPLOMA IN COMMUNITY HEALTH
END OF SEMESTER EXAMINATION APRIL 2025**

UNIT CODE: HCDH 132
UNIT NAME: HEALTH SERVICES MANAGEMENT
DATE: APRIL, 2025
TIME: TWO HOURS START: 4.30 PM FINISH 6.30 PM

INSTRUCTIONS

1. This exam is marked out of 60 marks
2. This Examination comprises TWO Sections
Section A: Compulsory Question (20 marks)
Section B: Long Answer Questions (40 marks)

SECTION A: SHORT ANSWER QUESTIONS: COMPULSORY (20 Marks)

1. Define health systems from a healthcare system **(2 Marks)**
2. Highlight FOUR of the WHO's building blocks framework for health system strengthening **(4 Marks)**
3. Outline FOUR characteristics of a functional and responsive health system **(4 marks)**
4. State TWO objectives of Health systems management **(2 Marks)**
5. List any FOUR management functions in healthcare organisations. **(2 Marks)**
6. Identify FOUR reasons why emotional intelligence is important for leaders and managers. **(2 Marks)**
7. Name TWO main components of organizational development. **(2 Marks)**
8. State TWO reasons why the health system actually starts from the household level. **(2 Marks)**

SECTION B: ANSWER ANY TWO (2) QUESTIONS (40 MARKS)

9. Demonstrate how you can apply each of the following leadership theories.
 - a. The Situational Leadership Theory **(4Marks)**
 - b. Theory X and Theory Y by Douglas McGregor **(12Marks)**
 - c. Behavioural Theory of Leadership **(4 Marks)**
10. The health sector in Kenya and Africa and Africa as a whole faces a number challenges:
 - a) Identify and explain any FIVE (5) challenges facing the health sector organizational development in Africa/Kenya. **(10 Marks)**
 - b) Analyze the impact of these challenges on the effectiveness and efficiency of health sector development efforts in Africa/Kenya. **(5 Marks)**
 - c) Propose strategies or solutions that could help address these challenges to improve organizational development in the health sector of Africa/Kenya. **(5 Marks)**

11. You are the manager in charge of a district healthcare facility. The facility has been facing rampant shortages of supplies in the recent past and this has been blamed on poor supply chain practices by the local chief. Sometimes the drugs are available but end up being destroyed because of expiration. In some cases, the community is not aware about new supplies. As the manager you would like the community to fully participate in supply chain activities.

- a. Highlight FOUR ways in which the community can participate? **(4 Marks)**
- b. Explain why community participation is necessary? **(4 Marks)**
- c. Identify TWO ways in which the community be a risk to the flow of healthcare supplies. **(2 marks)**
- d. State FIVE ways in which the community can be involved in determining the location of healthcare facilities. **(10 Marks)**