



**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 APRIL 2025**  
**HMD 316 MANAGEMENT OF DEVOLVED HEALTH SERVICES**

**TIME:** Two Hours

**Date :** 11<sup>th</sup> APRIL 2025

**TIME :** Two (2) Hours Start: 4: 30 PM END: 6:30 PM

**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

***Read carefully the additional instructions preceding each section.***

**SECTION A (30 MARKS)**

**ANSWER ALL QUESTIONS IN THIS SECTION**

- 1.a). Define devolution of healthcare services ( **2 marks**)
- b) Highlight the devolution process in Kenya following the promulgation of the 2010 constitution. ( **3 marks**)
2. State five reasons for devolution of health services in Kenya ( **5 marks**)
3. State five qualities of a good leader in the healthcare space ( **5 marks**).
4. List five actors/stakeholders in devolved healthcare services. ( **5 marks**).
5. Highlight three advantages and two disadvantages of the devolution of healthcare in Kenya ( **5 marks** )
6. Identify five recommendations that can strengthen devolution in Kenya ( **5 marks**).

## **SECTION B ( 40 Marks)**

### **ANSWER ANY TWO QUESTIONS IN THIS SECTION**

#### **QUESTION 1**

Discuss FIVE key Challenges of devolution of Healthcare in Kenya under the 2010 Constitution **(20 marks)**.

#### **QUESTION 2**

- a). Analyze two management styles in county referral hospitals in Kenya **(10 marks)**.
- b). Discuss the impact of the two management styles in question 2 (a) above on health service delivery **(10 marks)**.

#### **QUESTION 3**

- a). Explain FIVE financial challenges county referral hospitals face **(10 Marks)**.
- b). Propose TWO strategies for handling the challenges stated in question 3(a) above **(5 marks)**.
- c). Outline FIVE human resource management challenges faced by Counties in Kenya today **( 5 marks)**.