



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 SEPTEMBER-DECEMBER, 2025.

UNIT CODE: HSM 715 UNIT NAME: HEALTH CARE ORGANIZATION & MANAGEMENT

DATE: December, 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

- 1a. Explain any Five roles of health manager in organizational governance 5 Marks
- b. Describe at least Five benefits of effective time management as a manager 5 Marks

- c. Explain any Five Principles of management you will apply in as a manager 5 Marks
- d. Explain any Five aspects that makes a good manager 5 Marks
- e. Describe any Five benefits of scientific management in any health care organization 5 Marks

SECTION B (Set 5 Questions)

ANSWER ANY THREE (3) QUESTIONS (75 Marks)

Long Answer Questions

- 2a. As a newly appointed manager who will wish to improve employee knowledge and skills to make them more competence for better production. Describe Four methods of training that are likely to be initiated in the organization 16 Marks
- 2b. As a manager explain any Three strategies to use in developing administrative leadership potentials among young employees in the organizations. 9 Marks
3. Discuss Five valuable ways of overcoming resistance to change as a new appointed manager in a health care organization where resistance to change commonly occurs. 25 Marks
4. As a manager, you have a responsibility to recognize and reinforce strong performance in your employees, and identify and encourage improvement where needed. But to begin with, you need to view performance management as a two-way discussion that goes on throughout the year. Your employees should never be surprised by the ratings and feedback they receive in their formal performance reviews. As a manager you are expected to support performance process for employees to be competent and productive. Discuss any Five ways you will use to recognize and reinforce performance in your employees. 25 Marks
- 5a. Motivation can have an effect on the output of the business and concerns both quantity and quality. Business relies heavily on the efficiency of your production staff to make sure that services and products that meet demand of clients. Explain Five importance of Motivation in healthcare organization 10 Marks
- 5b. Managers are important individuals that sectors cannot afford to miss. Managers perform tasks despite social stations at work with this in mind explain any Five functions a manager to encounter in any management of health care organization 15 Marks

6. Read the case incident below and answer the following questions 25 Marks.

CASE INCIDENT

Fran Gilson has spent 15 years with the Thompson Pharmaceutical Company rising through the ranks of this 50-store pharmacy, store chain to become a regional manager, overseeing seven stores and earning approximately \$95,000 a year. Fran also thinks she is ready to take on more responsibility, so she agreed to consider the position of vice president and regional manager for a national drugstore chain.

The only person at Thompson who knows Fran is looking at this other job is her good friend and colleague, Ken Hamilton, the director of finance. Fran tells Ken it is a dream job and expresses her positive excitement. She asked Ken last week if she could use his name as a reference. Ken agreed to give her a great recommendation. She made it very clear to the recruiter that Ken was the only person at Thompson who knew she was considering another job.

Jennifer Chung has been a financial analyst in Ken's department for five months. Fran met Jennifer through Ken. Fran's impression of Jennifer is quite positive. Jennifer came to Fran to talk. Fran sat her down and listened to her story. What Fran heard was hard to believe, but she had no reason to think Jennifer was lying. Jennifer said that Ken began making off-color comments and his behavior got progressively worse including leering and touching. Jennifer would ask him to stop and not do it again, but it fell on deaf ears. Yesterday, Ken reminded Jennifer that her six-month probationary review was coming up. "He told me that if I did not sleep with him that I could not expect a very favorable evaluation." Jennifer said that she had come to Fran because she did not know what to do or whom to turn to. "I came to you, Fran, because you are a friend of Ken's and the highest ranking woman here. Will you help me?" Fran had never heard anything like this about Ken before. About all she knew regarding his personal life was that he was in his late 30s, single, and involved in a long-term relationship.

Questions

- a. Describe Fran's legal position. 5 Marks
- b. Explain political dilemma for Fran. 5 Mark
- c. Discuss ethical situation for Fran. 8 Marks
- d. Explain Fran's course of action to take. 7 Marks