



AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF PUBLIC HEALTH
DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT
MASTER OF SCIENCE IN HEALTH PROFESSIONS EDUCATION
END OF SEMESTER EXAMINATION MAY-AUGUST 2026

UNIT CODE: HPE 741 **UNIT NAME:** EDUCATIONAL GOVERNANCE, LEADERSHIP AND MANAGEMENT
DATE: 5th AUGUST 2026
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

1. Apply the concept of systems thinking in higher educational institutions for training the health workforce in the context of:
 - a. Leaders' thinking skills (2 marks).
 - b. Stakeholder management (2 marks).
2. Appraise any two principles of management as they relate to the servant leadership characteristic of 'commitment to the growth of people' in higher educational institutions (4 marks).
3. Explain the role of the tripartite shared governance model in higher educational institutions in health professions education (3 marks).

4. Evaluate the role of governance in higher educational institutions in ensuring the institutions deliver on the following core mandates:
 - a. Academic (2 marks).
 - b. Research (2 marks).
 - c. Service (2 marks).
5. Analyse any two functions that would strengthen ethical leadership in two of the following governance organs in higher educational institutions.
 - a. Board of Directors (2 marks).
 - b. University Council (2 marks).
 - c. Students' Council (2 marks).
 - d. Alumni (2 marks).

SECTION B

ANSWER ANY THREE (3) QUESTIONS (75 Marks)

Long Answer Questions

6. You have been appointed as a consultant to orient the Senate of Ubuntu University of Health Sciences on effective governance and stewardship practices.
 - i) Describe any two actions the Senate is expected to take in each of the following functional areas.
 - a. Relationship with external stakeholders (4 marks).
 - b. Maintenance of academic standards (6 marks).
 - ii) Discuss two potential governance models, situating the role of the Senate in each model versus the roles of the;
 - a. Vice Chancellor (7 marks).
 - b. Management Board of the institution (8 marks).
7. As the chairperson of the Management Board at Ubuntu University of Health Sciences,
 - i) Describe any two leadership styles you will adopt that are associated with the following digital transformational leadership behaviours
 - a. Autocratic behaviour (3 marks).
 - b. Affiliative behaviour (3 marks).
 - c. Democratic behaviour (2 marks).
 - d. Pacesetting behaviour (2 marks).
 - ii) Highlight five principles of good governance that your Management Board should demonstrate for a digital transformation culture in the University (15 marks).

8. As the Head of Department (HoD) at the Ubuntu College of Health Sciences, you aim to acquire competencies through experiential learning and technical qualities using the Skills Leadership Model (SLM).
- i) Analyse your role as HoD in developing your leaders' individual attributes using SLM under each of the following.
- a. Crystallised cognitive ability (5marks).
 - b. General cognitive ability (5 marks).
- ii) If you were appointed as a member of the higher educational institution governance organ, explain one mechanism that SLM helps you to grow the following:
- a. Problem-solving skills (5 marks).
 - b. Social judgement skills (10 marks).
9. You've been appointed as a consultant to train faculty on resource mobilisation campaigns to fund an innovative educational strategies hub in your institution.
- a. Categorise two key resources necessary for the hub (2 marks).
 - b. Outline five questions to consider in seeking funding from donors (3marks).
 - c. Assess the donor/partner environment for your resource mobilisation (10 marks).
 - d. Highlight the resource mobilisation roadmap (10 marks).
10. As the Chief Executive Officer of the Ubuntu University of Health Sciences, you are aware that change management is a critical competence.
- i) Discuss two relevant models of change management that you would implement in your institution to institutionalise artificial intelligence in your online educational strategy implementation (10 marks).
- ii) Analyse any three principles underpinning your change management effort (5 marks).
- iii) Describe the relevant steps of your change management journey (10 marks).