



AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF PUBLIC HEALTH
DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT
MASTER OF SCIENCE IN HEALTH SYSTEMS MANAGEMENT/ MASTER OF
SCIENCE IN HEALTH PROFESSIONS EDUCATION
END OF SEMESTER EXAMINATION MAY-AUGUST 2025

UNIT CODE: HSM 715

UNIT NAME: HEALTH CARE ORGANIZATION AND MANAGEMENT

DATE: 11 August, 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 A

- 1a. Explain any **five** roles of health manager in organizational governance 5 marks
- b. Give any **five** benefits of effective time management as a manager 5 Marks
- c. Explain at least **five** principles of management you will apply in your organization as a manager

5 Marks

d. Explain what makes a good manager

5 Marks

e. Describe any **five** benefits of scientific management in any health care organization

5 Marks

SECTION B ANSWER ANY THREE (3) QUESTIONS (75 Marks)

Long Answer Questions

2a. As a new appointed manager who will wish to improve employee knowledge and skills to make them more competence for better production. Describe the **Four** methods of training you are likely to initiate in your organization

16 Marks

2b. As a manager explain any **Three** strategies you will use in developing administrative leadership potentials among young employees in your organizations.

9 Marks

3. As a newly appointed manager you encounter serious conflict among the employees in the organization. Discuss **Five** ways you will initiate in finding solution over interpersonal conflict

25 Marks

4. Discuss **Five** valuable ways of overcoming resistance to change as a manager in a health care organization where resistance to change commonly occurs.

25 Marks

5. 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. As a manager you are expected to support performance process for employees to be competent and productive. Discuss **Five** ways of supporting this process.

25 Marks

6. a. Discuss the two types of strategic change

10 Marks

b. Describe the following planned change strategies used by change agent

15 Marks

- i. Empirical rational
- ii. Normative re-educative
- iii. Power-coercion