



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 JANUARY-APRIL 2025
HMD212: PRINCIPLES AND THEORIES OF MANAGEMENT

TIME: Two Hours

Date : Tuesday 8th April 2025

TIME : Two (2) Hours Start—4.30PM ---End...6.30PM.....

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 is compulsory with a Total of 30 Marks

Answer all questions

1. Compare and contrast leadership and management using five key attributes, preferably in a tabulated format (5 Marks)
2. Match the management theory on the left with its corresponding description or key principle on the right. Write the correct letter in the space provided.(6Marks).

Theories:

Management theories	Descriptions/Principles
1. Scientific Management	A. Focuses on optimizing efficiency through time-motion studies and standardized work processes.
2. Administrative Theory	B. Emphasizes the importance of hierarchy, rules, and impersonal relationships in organizations
3. Bureaucratic Management	C:Stresses the significance of employee satisfaction, motivation, and social interactions in the workplace
4. Human Relations Theory	D. Proposes that there is no one best way to manage; the approach depends on the situation.
5. Systems Theory	E:Views organizations as interconnected systems that interact with their external environment
6. Contingency Theory	F. Focuses on the functions of management, such as planning, organizing, commanding, coordinating, and controlling

Theories						
Description/principles						

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3. Read the short case study and answer the question that relate to the leadership and organisational environment

Background:

Songambele Health systems incorporate. is a mid-sized software development company known for its creative solutions and fast-paced projects. The company has recently experienced rapid growth, expanding its team from 50 to 150 employees in just two years. However, this growth has brought challenges, including communication breakdowns, declining employee morale, and missed project deadlines. The CEO, Sarah Malisafi recognizes the need to reassess the company's leadership approach to adapt to its evolving environment.

The company has three distinct teams, each led by a different manager with a unique leadership style:

Team A (Manager Alex): Alex is a visionary leader who encourages creativity and innovation. Alex's team enjoys a high level of autonomy and is motivated by challenging projects. However, the lack of structure has led to missed deadlines and confusion about priorities.

Team B (Manager Beth): Beth is a transactional leader who focuses on clear goals, rewards, and penalties. Her team consistently meets deadlines but has shown signs of burnout and low creativity. Employees feel micromanaged and undervalued.

Team C (Manager Chris): Chris is a transformational leader who emphasizes collaboration, mentorship, and employee development. Chris's team has high morale and strong teamwork but struggles with decision-making speed, as consensus-building takes time.

Organizational Environment:

The software industry is highly competitive and fast-changing, requiring adaptability, innovation, and quick decision-making. Songambele Health systems incorporate. operates in a dynamic environment where client demands and technological advancements shift frequently.

Challenges:

- Balancing creativity and structure to meet project deadlines.
- Maintaining employee morale and preventing burnout.
- Adapting leadership styles to suit the company's growth and changing environment.

- a. State ways the leadership styles of Alex, Beth, and Chris align with or conflict with the needs of Songambe Health systems incorporate.'s dynamic environment? (3Marks)
 - b. Outline one strength and one weaknesses of each leadership style in this context(6Marks)
 - c. Identify ways the company can adapt its leadership approach to better support its growth and employee well-being(2Marks)
 - d. State 2 specific strategies or changes would you recommend to Sarah Collins to address the challenges faced by each team? (4Marks)
4. State four key factors that influence effective decision-making.(4Marks).

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Section B: 40 Marks

Answer two questions.

Scenario:

5. A healthcare system is facing significant challenges, including resource constraints, increasing patient demand, and the need to adopt new technologies. As a healthcare manager, you are tasked with addressing these issues to improve the system's overall performance.
 - a) Discuss three strategies to improve efficiency in the same organization.(9Marks)
 - b) Explain three ways of enhancing patient outcomes.(3Marks)
 - c) Explain two ways to boost staff satisfaction. (2Marks)
 - d) Discuss three ways of addressing resource constraint(3Marks)
 - e) Explain one specific example of a tool, process, or policy to improve the aforementioned state. (3Marks) .

6. Imagine you are the director of a regional hospital facing a sudden surge in patient demand due to a public health crisis (e.g., a pandemic or natural disaster). At the same time, your hospital is experiencing staff shortages, budget constraints, and supply chain disruptions. Discuss five steps that you can use to mitigate the scenario. (20Marks)

7. Using Henry Fayol's principles of management, propose specific strategies to address the challenges faced by the hospital.

Challenges to Address:

 - Poor coordination among departments.
 - Inefficient resource allocation.
 - Low staff morale.
 - Inconsistent patient care.

Instructions:

- (a) identify at five of Fayol's principles that are most relevant to the challenges(5 Marks)
- (b) Explain for each principle, a specific strategy to address each challenge.(20Marks)