



AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF PUBLIC HEALTH
DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT
MASTER OF SCIENCE IN HEALTH PROFESSIONS EDUCATION
MAIN END OF SEMESTER EXAMINATION SEPTEMBER-DECEMBER 2025

UNIT CODE: HPE 741 **UNIT NAME:** EDUCATIONAL GOVERNANCE,
LEADERSHIP AND 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

1. Highlight two differences between the concepts of leadership and management in higher education institutions. **4 Marks.**
2. Describe the tripartite mission of higher education institutions. **4 marks.**
3. Describe two important actions of the collaboration and integrity characteristics of quality-driven higher education institutions. **4 marks**
4. Differentiate between market-driven and stakeholder-focused principles of leading higher education institutions. **4 marks.**
5. Compare the functions of a CEO/Vice Chancellor appointed in higher education institutions based on collegial/consensus and managerial governance models. **4 marks.**
6. Describe two actions associated with the following management principles in higher education institutions. **2 marks.**
 - a. Equity (1 mark)

- b. Esprit de Corps (1 mark)
- 7. Explain the functions of the following governance organs in higher education institutions.
 - a. University Council (1 mark)
 - b. Academic Board in a college (1 mark)
 - c. Board of Directors/Management Board (1 mark)

SECTION B (Set 5 Questions)

ANSWER ANY THREE (3) QUESTIONS (75 Marks)

Long Answer Questions

- 8. Resource mobilisation is a critical strategy in higher education institutions associated with the sustainability of the tripartite mission (25 marks).
 - a. As a manager with responsibility for leading teams to marshal resources for the organisation, outline four reasons for conducting a SWOT (strengths, weaknesses, opportunities and threats) analysis for financial resource mobilisation. **8 marks.**
 - b. Assume you are undertaking a SWOT analysis in your training institution for your resource mobilisation strategy, using a power/interest matrix, analyse the potential donors or partners to fund your strategy. **11 marks**
 - c. Giving three examples, discuss three potential priorities for your donors/partners. **6 marks**
- 9. a) Differentiate state-controlled and academic self-governance models of educational governance. **10 marks**
 - b) i) Discuss the internal university tripartite shared model of governance triangle. **9 marks**
 - ii) Explain three functions of each component of governance. **6 marks**
- 10. Differentiate three aspects of the following types of leadership models in higher education institutions
 - a) Servant leadership and level 5 leadership practices in the context of leadership and management of higher education institutions. **9 marks**
 - b) Contingency and path-goal theories. **9 marks**
 - c) Appraise the strategy of integrating leaders who manage and managers who lead in the leadership and management of higher education institutions. **6 marks**
- 11. Discuss five principles of ethical leadership and management of higher educational institutions. **25 marks.**
- 12. Discuss a twelve-step approach to leading changes in your training institution. **25 marks.**