



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 THIRD SEMESTER EXAMINATION SEP-DEC 2025 – MAIN EXAM
HMD 222: LEADERSHIP AND GOVERNANCE IN HEALTH CARE

TIME: Two Hours
Date : December 2025
TIME : Two (2) Hours Start-----End.....

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 (Answer all questions)

1. Describe three levels of Management in Healthcare (3 marks)
2. Outline at least two roles at each level of management in healthcare (3 marks)
3. Briefly outline three main operating challenges commonly faced by managers in the healthcare sector (6 marks)
4. Highlight five reasons why a balanced approach towards people and tasks is important in the work place (5 marks)
5. Healthcare managers perform key roles; Informational, Interpersonal and Decisional, describe each and give examples (6 marks)
6. Outline four differences between partnership and collaboration in healthcare institutions (4 marks)
7. Outline three characteristics that denote transformational leadership (3 marks)

Section B (Answer any 2 questions)

1. Management has evolved significantly over time, shaping the practices applied today in the health sector and across other industries. Its development can be traced back to early civilizations such as the Babylonians and Romans, and to influential thinkers like Henri Fayol, Max Weber, and modern contributors such as Peter Drucker. As a student of management:
 - a) Describe three key eras in the evolution of management, highlighting the main features and contributions of each era. (10 marks)
 - b) Explain five key characteristics of management that demonstrate its importance in organizational success. (10 marks)
2. You have recently been appointed as the Chief Executive Officer (CEO) of a premier health institution. As a leader, you recognize that effective leadership in the health sector requires setting a clear vision, inspiring teams, and fostering an environment that promotes collective success and organizational excellence.
 - a) Describe four fundamental leadership functions that you will apply to guide your teams toward achieving the institution's vision. (8 marks)
 - b) Discuss six key leadership challenges you are likely to encounter in your role and explain how you plan to mitigate each of them. (12 marks)
2. Negotiation is a vital management skill in the health sector, where diverse professionals, departments, and stakeholders must collaborate to achieve shared objectives. Effective negotiation helps resolve conflicts, allocate resources, and build stronger working relationships that support quality healthcare delivery. As a healthcare manager or team leader:
 - a) Explain the five key stages of the negotiation process illustrating how each stage can be applied within a health sector institution. (10 marks)
 - b) Discuss five common areas or situations in healthcare settings that often require negotiation, providing relevant examples. (5 marks)
 - c) Explain five essential skills or qualities of an effective negotiator in the health sector. (5 marks)