



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 MAY-AUGUST 2026
HMD 222: LEADERSHIP AND GOVERNANCE IN HEALTHCARE

Date : August 2026

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

1. Define leadership and outline the four essential leadership functions. (5 marks)
2. Define the term governance, and differentiate it from health systems governance in line with the World Health Organization standards (5 marks)
3. Differentiate between management as people and management as a process. (5 marks)
4. Identify the three key periods in the evolution of management and state one feature of each. (3 marks)
5. Describe the concept of the Constraints Triangle as applied in management in Health. (5 marks)
6. Using the Tuckman model, outline the five stages of team development in their correct order and outline the principal work the team must accomplish during each stage. (5 marks)
7. Describe two reasons why organizations need managers who can both lead and manage. (2 marks)

Section B

8. Strategic leadership enables health organizations to achieve long-term goals by providing a clear purpose and aligning vision, mission, and core values with organizational culture, decision-making, and service delivery;
 - a) Define vision, mission and core values. (3 marks)
 - b) Explain how the three reinforce one another to give a health organization clear strategic direction. (6 marks)
 - c) Outline the seven key steps an organization follows when developing a strategic vision. (7 marks)
 - d) Explain four reasons why core values are important in a health organization, illustrating with an example such as AMIU's value of innovation. (4 marks)
9. Healthcare leadership is essential yet complex, and while several theories each explain part of what makes it effective in African and Kenyan settings, no single theory captures the whole picture;
 - a) Using at least four leadership theories, describe how each explains effective leadership in a healthcare setting with examples drawn from Kenya or the wider African region. (10 marks)
 - b) Using five examples drawn from different leadership theories, explain why no single leadership theory adequately explains effective leadership in healthcare. (10 marks)

10. Global health is governed by a web of international laws and instruments working alongside national legislation, each shaping how health systems are organised, financed, and held accountable, from binding global frameworks down to a country's own statutes such as those in Kenya;
- a) Describe three global health laws or instruments and how each one impacts health sector governance. (10 marks)
 - b) With reference to Kenya, discuss five ways in which national health legislation has shaped health sector governance. (10 marks)

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