



AMREF INTERNATIONAL UNIVERSITY  
SCHOOL OF PUBLIC HEALTH  
DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEEVELOPMENT  
END OF SEMESTER EXAMINATION AUGUST 2025

HMD 212: PRINCIPLES AND THEORIES OF MANAGEMENT  
DATE: 5August, 2025  
TIME: TWO Hours      Start: 9.00Am      Finish 11.00PM

INSTRUCTIONS

1. This exam is marked out of 70 marks
2. This Examination comprises TWO Sections  
Section A: Compulsory Question (30 marks)  
Section B: Long Answer Questions (40 marks)

## SECTION A: SHORT ANSWER QUESTIONS

### ANSWER ALL QUESTIONS. MAXIMUM SCORE – 30 MARKS

Read the case study and answer the questions below it. Case Study: Leadership and Management in Healthcare – Improving Patient Safety in a Hospital

Background:

Greenwood General Hospital is a 300-bed tertiary care facility facing increasing patient safety concerns, including medication errors, hospital-acquired infections (HAIs), and communication gaps among staff. Over the past year, incident reports have risen by 20%, leading to patient dissatisfaction and regulatory scrutiny.

Dr. Sarah Mitchell, the newly appointed Chief Medical Officer (CMO), is tasked with leading a patient safety improvement initiative. She must work with hospital administrators, nurses, physicians, and support staff to implement changes while maintaining morale and efficiency.

Key Challenges:

- Resistance to Change: Some senior physicians are skeptical of new protocols.
- Staff Shortages: Nurses are overworked, leading to fatigue-related errors.
- Communication Barriers: Poor handoff procedures between shifts contribute to errors.
- Regulatory Pressure: The hospital risks losing accreditation if safety metrics don't improve.

Leadership & Management Strategies Implemented:

- a. Transformational Leadership: Dr. Mitchell holds town hall meetings to inspire staff, emphasizing a shared vision of zero harm.
- b. Interdisciplinary Teams: She forms a Patient Safety Task Force with nurses, pharmacists, and administrators to co-design solutions.
- c. Process Improvements:

- a. Electronic Health Record (EHR) alerts for high-risk medications.
- b. Standardized checklists for surgical procedures.
- c. Daily safety huddles for quick issue resolution.
- d. Staff Training & Support:
  - a. Simulation drills for emergency scenarios.
  - b. Mentorship programs for new nurses.
- e. Performance Monitoring:
  - a. Real-time dashboards tracking infection rates and errors.
  - b. Incentives for units with the best safety records.
- f. Outcome:

After 12 months, medication errors drop by 35%, HAIs decrease by 25%, and staff satisfaction improves. The hospital regains compliance with regulatory standards.

1. Highlight five ways Dr. Mitchell's transformational leadership approach contributed to the success of the patient safety initiative. Provide examples from the case. (5 Marks)
2. Outline two strategies Dr. Mitchell used to overcome resistance to change among senior physicians. (2 Marks)
3. State three reasons why Including nurses, pharmacists, and administrators in the patient safety task force is critical to success (3 Marks)
4. Highlight the effectiveness of the two process improvements (e.g., EHR alerts, safety huddles) in reducing errors. (2 Marks)
5. State two potential limitations of the improvement process. (2 Marks)
6. Explain how real-time dashboards and incentives help sustain improvements in patient safety. (2 Marks)
7. State one disadvantage of dashboards. (1 Mark)
8. State how the Hawthorne effect influence modern management practices (3 Marks)
9. Differentiate between Theory X and Theory Y of motivation as proposed by Douglas McGregor. (4 Marks)
10. Outline three categories of management theories, giving an example for each (6 Marks)

## SECTION B

**Long Answer Questions: Answer Any two (2) Questions**

**Each Question Carries 20 Marks.**

Read the case study and answer the questions as per your choosing (10 and or 11) .

Case Study: Leadership & Management Crisis at St. Mercy Hospital

Background:

St. Mercy Hospital is a 300-bed tertiary healthcare facility in an urban setting. Over the past two years, the hospital has faced declining employee morale, high nurse turnover (25% annually), and increasing patient complaints about long wait times and poor communication. The newly appointed Chief Executive Officer (CEO), Dr. Amina Kwame, is tasked with transforming the hospital's leadership and operational efficiency.

Key Issues Identified:

- **Poor Leadership:** Department heads lack accountability, leading to inconsistent decision-making.
- **Low Staff Engagement:** Employees feel undervalued due to poor recognition and unclear career growth paths.
- **Inefficient Communication:** Silos between departments delay patient care and create conflicts.
- **Resistance to Change:** Older staff members resist digital transformation (e.g., electronic health records).
- **Financial Strain:** Declining patient satisfaction has led to reduced funding from insurers.

Dr. Kwame's Proposed Interventions:

- Restructure leadership with flatter hierarchies and cross-functional teams.

- Implement monthly staff feedback sessions and performance-based incentives.
- Introduce digital training programs to improve tech adoption.
- Develop a 5-year strategic plan with clear KPIs for accountability.

11. Analyze five leadership and management failures at St. Mercy Hospital using Henri Fayol's 14 Principles of Management. (20 marks)
12. Discuss five strategies Dr. Kwame can use to improve employee motivation and retention, referencing Herzberg's Two-Factor Theory. (20 marks)
13. Rural Health Clinic X faces persistent medication errors due to poor communication between doctors, nurses, and pharmacists. The clinic's manager decides to use the Challenge Model to address the issue.
- a. Identify three root causes of medication errors at Clinic X that the Challenge Model would help uncover. (3 Marks)
  - b. Propose two evidence-based solutions using the Challenge Model's framework. (4 Marks)
  - c. Discuss one potential barrier to implementing these solutions and how the Challenge Model could mitigate it. (3 Marks)