



MASENO UNIVERSITY
UNIVERSITY EXAMINATIONS 2016/2017

**FIRST YEAR SECOND SEMESTER EXAMINATIONS
FOR THE DEGREE OF MASTER OF PUBLIC HEALTH
IN EPIDEMIOLOGY AND POPULATION HEALTH**

CITY CAMPUS

**PHM 820: PRINCIPLES, ORGANISATION AND DESIGN OF
MANAGEMENT**

Date: 30th June 2017

Time: 2.00 - 5.00pm

INSTRUCTIONS:

- Answer ALL Questions in section A and Question ONE and any other TWO in section B.
- Do not write your name on any papers you use
- Read very carefully the additional instructions preceding each section.
- Observe carefully further instructions on the cover of answer booklets

MASENO UNIVERSITY

ISO 9001:2008 CERTIFIED 

ANSWER THE FOLLOWING QUESTIONS (SAQ'S) – (40 MARKS)

Instructions:

1. *This section has five (5) questions*
2. *Answer all the five (5) questions*

SAQ 1.

"Leadership and Management are two distinct but complementary systems. While managers promote stability, leaders press for change. Only organisations that can embrace both sides of that contradiction can thrive in turbulent times" (Kotter, 1995).

Explain **four (4)** distinctions between **management** and **leadership** **(4 Marks)**

SAQ 2.

Explain **four (4)** different functions of Management **(8 Marks)**

SAQ 3.

Define **four (4)** tools of analysis in strategic management **(4 Marks)**

SAQ 4.

State **four (4)** main Objectives of Management **(4Marks)**

SAQ 5.

Explain the following

- a) Henry Fayol **(4 Marks)**
- b) Structure types which are used to design organisations. **(4 Marks)**
- c) Vision and mission **(4 Marks)**
- d) Delegation **(4 Marks)**
- e) Ethics in leadership **(4 Marks)**

SECTION B: LONG ANSWER QUESTIONS (LEQ's) - (60 MARKS)

Instructions:

1. *This Section has Five (5) Questions*
2. *Answer Question 1 and any other (2) Questions from this section.*
3. *Each Questions in this section has been allocated (20 marks)*

LEQ 1.

Strategic planning is a completely valid and useful tool for guiding all types of organizations, including healthcare organizations. The organizational level at which the strategic planning process is relevant depends on the unit's size, its complexity and the differentiation of the service provided.

- a) Define the term **strategy** as applied in healthcare organization **(2 Marks)**
- b) Clearly outline and discuss the process of strategic process in healthcare organization **(18 Marks)**

LEQ 2.

As a Healthcare and Human Resource Consultant you are asked to recommend what you believe to be the 'key elements' of an ethical code of practice and managerial governance system appropriate for a healthcare organization. Your recommendations should address the issues that ethical decision making throughout the organization is kept in line with the stakeholder's values. Discuss what you would include and why? **(20 Marks)**

LEQ 3.

- a) Describe the current management challenges facing Kenyan health systems? **(10 Marks)**
- b) Elaborate on how technology can be used to improve the competitive advantage of a healthcare institution **(10 Marks)**

LEQ 4.

One of the key functions of Management is decision-making

- i) Outline the decision making process **(6 Marks)**
- ii) Explain the demerits of group decision-making **(14 Marks)**

LEQ 5.

- i) Define "Health sector reform and planning" **(4 Marks)**
- ii) Discuss **four (4)** reasons necessitating health sector reform and planning globally **(16 Marks)**