



KENYATTA UNIVERSITY
UNIVERSITY EXAMINATIONS 2017/2018
CITY CAMPUS

**FIRST SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF PUBLIC
HEALTH**

PHM 800: HEALTH CARE ORGANIZATION AND MANAGEMENT

DATE: FRIDAY 1ST DECEMBER 2017

TIME: 2.00 P.M. - 5.00 P.M.

INSTRUCTIONS:

1. Write your university registration number on every booklet that you use.
2. Do not write on the question paper.
3. This paper consist of two sections **A** and **B**.
4. Answer question **ONE** and any **THREE** question **2** to **5**

Compulsory question

- Q1. Read the case incident below and answer the following questions (50 marks)**

CASE INCIDENT

Fran Gilson has spent 15 years with the Thompson Pharmaceutical Company rising through the ranks of this 50-store pharmacy, store chain to become a regional manager, overseeing seven stores and earning approximately \$95,000 a year. Fran also thinks she is ready to take on more responsibility, so she agreed to consider the position of vice president and regional manager for a national drugstore chain.

The only person at Thompson who knows Fran is looking at this other job is her good friend and colleague, Ken Hamilton, the director of finance. Fran tells Ken it is a dream job and expresses her positive excitement. She asked Ken last week if she could use his name as a reference. Ken agreed to give her a great recommendation. She made it very clear to the recruiter that Ken was the only person at Thompson who knew she was considering another job.

Jennifer Chung has been a financial analyst in Ken's department for five months. Fran met Jennifer through Ken. Fran's impression of Jennifer is quite positive. Jennifer came to Fran to talk. Fran sat her down and listened to her story.

What Fran heard was hard to believe, but she had no reason to think Jennifer was lying. Jennifer said that Ken began making off-color comments and his behaviour got progressively worse including leering and touching. Jennifer would ask him to stop and not do it again, but it felt on deaf ears. Yesterday, Ken reminded Jennifer that her six-month probationary review was coming up. "He told me that if I did not sleep with him that I could not expect a very favorable evaluation." Jennifer said that she had come to Fran because she did not know what to do or whom to turn to. "I came to you, Fran, because you are a friend of Ken's and the highest ranking woman here. Will you help me?" Fran had never heard anything like this about Ken before. About all she knew regarding his personal life was that he was in his late 30s, single, and involved in a long-term relationship.

Questions

- a. Analyze Fran's situation in a purely legalistic sense. You might want to talk to friends or relatives who are in management or the legal profession for advice in this analysis but what is your analysis as a manager? (4 marks)
 - b. Analyze Fran's dilemma in political terms. (4 marks)
 - c. Analyze Fran's situation in an ethical sense. What is the ethically right thing for her to do? Is that also the politically right thing to do? (4 marks)
 - d. If you were Fran, what would you do. Discuss. (8 marks)
 - e. Discuss what makes Fran Gilson a good manager. (15 marks)
 - f. Explain the principles of management that Fran Gilson was to apply in his management. (15 marks)
-
2. You have been appointed by County Minister of Health to help coordinate the health organization in the county to improve the health care systems. To ensure that this responsibility is carried out effectively you decide that all the stakeholders in different levels of health care systems/organization are involved and well trained on the components of health care system that will help the county to offer quality health care to citizen.
 - i. Describe levels of health care systems including all the activities that takes place. (6 marks)
 - ii. As an expert in health care organization, explain the components of Health Care Systems that would be part of your training. (14 marks)

iii. Describe the main stakeholders that would be included and their roles in the health care systems/organization. (10 marks)

3. You are the new Minister of Health in your Country. You have identified the major problems facing health care organization in the country are as listed below. Discuss giving the measure you would use to reduce these problems.

i. Economic Challenges (10 marks)

ii. Socio-cultural and political challenges (8 marks)

iii. Disease burden (6 marks)

iv. Inequitable distributions of health care services priorities of health care are not consistently or equitably delivered. (6 marks)

4. In your current organization you have discovered that majority of your staff lack some skills and need capacity building.

i. Discuss four major methods of training that you as manager would use in your organization to improve the skill of employee for better production. (16 marks)

ii. Discuss the main strategies that you would apply as a manager in developing administrative leadership potentials among young employees in your organizations. (14 marks)

5. You are the new Public Health Specialist in *Lwaniche* County. You have identified the major problem facing health Care organization in the County is resistance and innovation to change by health care providers.

i. As a change agent, what kinds of skills or competencies should you ideally have to be considered effective? (4 marks)

ii. As a manager explain what might have caused change resistant among healthcare providers. (12 marks)

iii. Discuss the ways you could put in place to overcome resistance to change by health care providers. (14 marks)
