



**AMREF INTERNATIONAL UNIVERSITY**  
**SCHOOL OF PUBLIC HEALTH**  
**DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT**  
**BACHELOR OF SCIENCE IN HEALTH SYSTEMS MANAGEMENT**  
**END OF SEMESTER EXAMINATION APRIL 2024**

**UNIT CODE: HMD 231**

**UNIT NAME: ORGANISATIONAL DEVELOPMENTS AND CHANGE IN HEALTH**

**DATE:** April, 2024

**TIME:** TWO Hours

**Start:**

**Finish**

**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 (70 marks)

## **SECTION A: COMPULSORY (30 Marks)**

### **QUESTION ONE**

- a) Define the following terms as used in organizational development:
  - i. Normative (2 marks)
  - ii. Rational (2 marks)
  - iii. Re-educative strategy (2 marks)
- b) State six benefits of data-based decision-making in organizational development. (6 marks)
- c) Outline the evolution of governance in health service organizations. (6 marks)
- d) Describe the process of chief executive officer (CEO) selection in healthcare governance. (6 marks)
- e) List six roles of a change agent as a process helper and resource linker. (6 marks)

## **SECTION B: ANSWER ANY TWO (2) QUESTIONS (40 Marks)**

### **QUESTION TWO**

Discuss the impact of open systems approach of management on organizational development in healthcare. (20 marks)

### **QUESTION THREE**

- a) Explain five strategies for credentialing health personnel in quality management and governance. (10 marks)
- b) Discuss five challenges for credentialing health personnel in quality management and governance. (10 marks)

### **QUESTION FOUR**

- a) Discuss five benefits of implementing technology-driven change in healthcare organizations. (10 marks)
- b) Discuss five challenges change agent face in implementing technology-driven change in healthcare organizations. (10 marks)