



**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 2024**

HMD 210 Healthcare organisation and Development

DATE: Tuesday 6th August 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 (40 marks)

SECTION A: SHORT ANSWER QUESTIONS

ANSWER ALL QUESTIONS. MAXIMUM SCORE – 30 MARKS

1. Enumerate four components that influence organisation behaviour(4Marks)
2. Outline Four components of organisation development(4Marks)
3. Distinguish between informal and formal organisation (4Marks)
4. Outline four reasons for studying organisation development (4Marks).
5. State four major types of Interventions in organization development (4Marks)
6. Outline why it is important to distinguish between urgent and important tasks (4 Marks)
7. Match the items on the right to those on the left (6 Marks)

Steps in various change models	Change models
A. Creating a sense of urgency for change by highlighting the potential benefits of the new system.	1. Lewin's Change Model (Unfreeze, Change, Refreeze) 2. ADKAR Model (Awareness, Desire, Knowledge, Ability, Reinforcement) 3. Kotter's 8-Step Change Model
B. Forming a powerful coalition of leaders from different departments to champion the change.	
C. Developing a clear vision for the future state with the new ERP system in place.	
D. Providing training and support to employees throughout the implementation process.	
E. Celebrating milestones and early wins to maintain momentum and motivation.	
F. Identifying and addressing potential concerns and resistance from employees.	

SECTION B ANSWER ANY THREE (3) QUESTIONS

8. ABC Hospital is a mid-sized hospital experiencing significant challenges. The hospital has been facing declining productivity, high employee turnover, and low employee morale. The leadership team recognizes the need for organizational development (OD) to address these issues and enhance overall organizational performance.

As an organizational development consultant, you have been hired to help ABC hospital. Outline a comprehensive plan for the organizational development intervention at ABC Hospital. (20 Marks)

9. Discuss four major types of interventions in OD that organisation use to boost production (20 marks).
10. XYZ health consultancy is a rapidly growing health consultancy firm known for its innovative products and dynamic work environment. However, recent employee surveys have revealed concerns about the company's organizational culture. Many employees feel that the fast-paced environment has led to high stress levels, a lack of work-life balance, and insufficient communication between departments. Additionally, newer employees feel disconnected and unsupported, which has impacted their job satisfaction and performance. As an organizational development consultant, you have been hired to help XYZ.
- Discuss strategies for onboarding these new employees (10 Marks)
 - Discuss strategies for building a more positive culture in this organization (10 marks)