



**AMREF INTERNATIONAL UNIVERSITY**  
**SCHOOL OF PUBLIC HEALTH**  
**DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT**  
**BACHELOR OF SCIENCE IN HEALTH SYSTEMS MANAGEMENT**  
**HMD 231 ORGANISATIONAL DEVELOPMENTS AND CHANGE IN HEALTH**

**DATE:** 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: COMPULSORY (30 Marks)**

1. Define the following terms: (5mks)
  - a) Organisational development
  - b) Change agent
  - c) Governance
  - d) Strategic planning
  - e) Quality management
2. Outline the historical development of organisational development in healthcare. (5mks)
3. State five roles of a change agent in the process of planned change. (5mks)
4. Highlight the significance of the relationship between the board and the CEO in healthcare organisations. (5mks)
5. State FIVE principles of governance in health service organisations. (5mks)
6. Highlight five advantages of data-based decision making in organisational development. (5mks)

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

7. Analyse how characteristics of organisational development apply to continuous improvement in healthcare organisations. (20 marks)
8. Discuss functions of governance boards in health service organisations. Include examples to illustrate your points. (20 marks)
9. Evaluate the process of planned change in organisational development. Provide relevant examples to support your evaluation. (20 marks)