



**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 DECEMBER 2024**

**HMD 231: ORGANIZATIONAL DEVELOPMENTS AND CHANGE IN HEALTH**

**TIME:** Two Hours

**Date :** December 2024

**TIME :** Two (2) Hours Start : 4:30 pm End: 6:30 pm

**INSTRUCTIONS TO CANDIDATES**

- 1) This exam is out of 70 marks
- 2) Section-A is compulsory with a Total of 30 Marks
- 3) Answer any TWO (2) questions in Section B

***Read carefully the additional instructions preceding each section.***

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

**Answer ALL questions in this section.**

1. Define the following terms:
  - a) Organizational development (1mk)
  - b) Change agent (1mk)
  - c) Governance (1mk)
  - d) Planned change (1mk)
  - e) Systems theory (1mk)
2. List five characteristics of organizational development. (5 marks)
3. Outline five roles of a change agent in driving organizational change in a healthcare setting. (5 marks)
4. List five principles of governance in health service organizations. (5 marks)
5. Identify five key functions of a governing board in a healthcare organization. (5 marks)
6. List five steps in the process of developing a relationship between a change agent and an organization during a planned change. (5 marks)

## **SECTION B: LONG ANSWER QUESTIONS (40 Marks)**

**Answer any TWO (2) questions.**

7. Analyze FIVE roles of organizational theories in improving management practices in healthcare organizations. (20 marks)
8. Discuss the FIVE challenges faced by healthcare organizations in implementing planned change and provide strategies to overcome these challenges. (20 marks)
9. Evaluate FIVE impacts of governance on the quality of healthcare services, citing specific examples of board functions and responsibilities. (20 marks)