



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 JANUARY-APRIL 2026
HMD 231 ORGANISATION DEVELOPMENT & CHANGE IN HEALTH

TIME: Two Hours
Date : APRIL 2026
TIME : Two (2) Hours Start-----End.....

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: Short Answer Questions - Answer all questions (30 Marks)

1. Define the following concepts:
 - i. Organizational Development (1 mark)
 - ii. Change (1 mark)
 - iii. Organizational Culture (1 mark)
2. Outline three key roles of a change agent in an organization. (3 marks)
3. Describe Lewin's three-stage model of change. (3 marks)
4. Identify three common pitfalls that a change agent may encounter during a change process. (3 marks)
5. Analyze the three problem-diagnosis lenses used in organizational development. (6 marks)
6. Examine six key characteristics of Organizational Development and their significance in improving organizational performance. (6 marks)
7. List six major drivers of change in healthcare organizations. (6 marks)

Section B: Essay Questions - Answer any two questions (40 Marks)

8. Organizational Development has developed over time. Analyze the historical development of Organizational Development, illustrating your answer with healthcare examples. (20 marks)
9. Change is an inevitable part of healthcare organizations, and managers must support staff through change. As a health system manager, design and justify a change process you would implement to improve organizational performance, using healthcare examples. (20 marks)
10. Successful organizational change requires coordinated effort across all levels of the organization. Explain FIVE roles of the Board, Chief Executive Officer, managers, and staff in facilitating effective change management. (20 marks)