



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 SECOND SEMESTER EXAMINATION MAY-AUGUST 2025
HMD 231: ORGANISATIONAL DEVELOPMENTS AND CHANGE IN HEALTH

TIME: Two Hours

Date : 14 AUGUST 2025

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)

1. Define organisational theory. (3 marks)
2. Explain the purpose of organisational development in health systems. (3 marks)
3. Define the concept of governance. (3 marks)
4. State three ways governance differs from management. (3 marks)
5. Define who a change agent is in a health organisation context. (3 marks)
6. Outline three key skills required to be an effective change agent. (3 marks)
7. Describe the role of governing boards in CEO selection within health service organisations. (3 marks)
8. Explain the importance of CEO performance evaluation by boards. (3 marks)
9. Outline three characteristics of the open-systems school of management. (3 marks)

10. Explain one advantage and one disadvantage of using the open-systems approach in health management. (3 marks)

SECTION B – LONG ANSWER QUESTIONS (40 Marks)

Answer any TWO (2) questions. Each question carries 20 marks.

11. a) Explain FIVE principles of governance and how they guide decision-making in health organisations. (10 marks)
b) Discuss FIVE consequences of poor governance in health service delivery, using Kenyan examples. (10 marks)
12. a) Describe the process of planned change, outlining each stage in order. (12 marks)
b) Explain why planned change is important in managing reforms within health systems. (8 marks)
13. a) Compare and contrast the classical, human-relations, and open-systems management schools, focusing on their application in health organisations. (12 marks)
b) Suggest practical ways a manager can integrate all three approaches to improve service delivery in a county health facility. (8 marks)