



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 APRIL 2025
HMD 210 - HEALTHCARE ORGANIZATION DEVELOPMENT

TIME: Two Hours

Date : 10th April 2025

TIME : Two (2) Hours Start 4.30 PM End 6.30PM

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- 30

1. Matching Item Question on Organizational Development(6Marks)

Match the organizational development (OD) intervention on the left with its corresponding description or purpose on the right. Write the correct letter in the space provided.

OD Interventions:	Descriptions/Purposes:
1. Team Building	A. Focuses on improving group dynamics, collaboration, and trust among team members.
2. Leadership Development	B. Aims to enhance the skills and capabilities of leaders to drive organizational success.
3. Change Management	C. Helps organizations navigate transitions by addressing resistance and ensuring smooth implementation of changes.
4. Process Consultation	D. Involves analyzing and improving workflows and processes to increase efficiency and effectiveness.
5. Employee Engagement Surveys	E. Collects feedback from employees to identify areas for improvement and boost morale.
6. Job Redesign	F. Restructures roles and responsibilities to align with organizational goals and employee strengths.

Description /purpose	1	2	3	4	5	6
OD Interventions:						

- Enumerate four Comparisons between formal and informal organisation(4 Marks)
- Using four variables distinguish between **Intra and Interpersonal Relationships** (4 Marks)
- Outline four challenges facing health organisation (4 Marks)
- Enumerate four opportunities that health organisation have (4 Marks)
- Outline the four stages of group formation(4Marks)

7. Differentiate between an open and a closed systems in organisational development(4Marks)

AMMU

Section B- 40 Marks

Answer any two questions

8. (a) Discuss ways corporate mission, vision, and values statements influence organizational culture, decision-making, and stakeholder relationships (10 Marks)
(b) Provide examples of how a well-crafted corporate statement can guide a company through challenges such as ethical dilemmas, market competition, or organizational change. (10 Marks)
9. The Ministry of Health has invited you to advise them on selecting a change management model to implement a nationwide healthcare reform. Some leaders prefer Kurt Lewin's model, while others favour John Kotter's approach. Prepare a persuasive argument highlighting the strengths and weaknesses of both models to help the leadership make an informed decision. (20 Marks)
10. Discuss four organizational theories, clearly indicating their application in health systems. Provide examples of how each theory can be used to address challenges and improve efficiency, patient outcomes, and staff satisfaction in healthcare organizations. (20 Marks)