



KENYATTA UNIVERSITY

EXAMINATION FOR THE DEGREE OF BACHELOR OF HEALTH SERVICE MANAGEMENT

PHM 201: MANAGING CHANGE IN HEALTH SYSTEMS

2ND SEMESTER 2022/2023

TIME: 2 HOURS

INSTRUCTIONS:

Section A: Answer all questions (20 marks)

Question one

- i) With an example each examples, distinguish these two types of change as experienced in the health systems;
 - a) Operational changes (2 marks)
 - b) Strategic changes (2 marks)
- ii) Explain the importance of education and communication in the change process. (4 marks)
- iii) Outline the three steps of change implementation according to Lewin (1951). (3 marks)
- iv) An external change agent is someone from outside the organization assisting to bring about change. Give two advantages and two disadvantages of involving an external agent in a change process. (4 marks)
- v) Mr. Ojijo, the medical superintendent in Kenyatta University hospital is resisting a transfer to a newly opened hospital branch in Kisumu. Discuss any five reasons you think are making him resist the transfer. (5 marks)

Section B: Attempt question two, and any other two questions (50 marks)

Question two

Health care devolution in Kenya has been welcome and resisted in almost equal measure. Discuss

- a) Any three forces that drive devolution of health care. (6 marks)
- b) Any four forces that resist health care devolution (6 marks)
- c) How health care managers can apply field force analysis in ensuring smooth health care devolution process. (8 marks)

Question three

Discuss three core competences that you may need as a manager for effective management of change. (15 marks)

Question four

A hospital in Uganda wants to computerize their records department. You have been invited there to assist in the change implementation as an external change agent.

- a) Discuss your role as an external change agent. (10 marks)
- b) Explain how they can apply the change equation in implementing the change. (5 marks)

Question five

- i) Discuss briefly any four internal forces within the health systems that may require it to change. (8 marks)
- ii) Discuss the implications of Coercion and force as used by managers to implement change. (7 marks)