



**TECHNICAL UNIVERSITY OF MOMBASA**  
***Faculty of Business and Social Studies***

DEPARTMENT OF BUSINESS STUDIES

UNIVERSITY EXAMINATIONS FOR DEGREE IN  
BACHELOR OF BUSINESS ADMINISTRATION  
(HRM OPTION)

**BHR 4403: ORGANISATIONAL DEVELOPMENT**

END OF SEMESTER EXAMINATIONS

**SERIES:** APRIL 2015

**TIME:** 2 HOURS

**INSTRUCTIONS:**

- Answer Question **ONE (Compulsory)** and any other **TWO** questions.
- Do not write on the question paper

*This paper consists of Two printed pages*

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**QUESTION 1 (Compulsory)**

- a) Highlight any **FIVE objectives** of organizational Development that hired consultants would like to confirm they achieve at the end of their contract work with an organizational employer or management. **(10 marks)**
- b) Identify and explain very briefly any **FIVE sources of power/authority** in an on-going organization that the staff working there should know and obey accordingly. **(10 marks)**
- c) Clearly, bring out and explain briefly any **FIVE good reasons** why individual employees working in an organization may have for **resisting/refusing** to accept and implement desirable, proposed change. **(10 marks)**

## QUESTION 2

- a) Choose and explain briefly any **FIVE areas** of contributions individuals working in an organization may make in bringing about **healthy work life balances**. (10 marks)
- b) Highlight any **FIVE areas** of **individual career efforts** that can make him change from an entry level post to a high job which has more duties and receives more earnings. (10 marks)

## QUESTION 3

- a) Outline any **SIX strategies** Senior Managers at work place can use to persuade their juniors to accept and implement desirable, proposed change. (12 marks)
- b) Highlight the **FOUR components** of **Action Research** as a cyclical process of change. (8 marks)

## QUESTION 4

- a) State and explain very clearly and briefly the **FOUR reasons** why employers in modern organization provide their employees with appropriate **work-life balances**. (8 marks)
- b) Choose and explain any **SIX areas** of benefits in learning, acquiring and using relevant **Knowledge, skills and attitudes** in the Management of an organization. (12 marks)

## QUESTION 5

- a) Outline any **FOUR organizational Development intervention methods** that a good, effective and efficient organization can use to introduce desirable planned changes. (8 marks)
- b) Discuss the **SIX factors** that increase the **resistance** to proposed, desirable changes among junior staff in an organization. (12 marks)