



TECHNICAL UNIVERSITY OF MOMBASA
Faculty of Business and Social Studies

DEPARTMENT OF BUSINESS STUDIES

UNIVERSITY EXAMINATIONS FOR DEGREE IN
BACHELOR OF BUSINESS ADMINISTRATION
BACHELOR OF COMMERCE

BHR 4409: ORGANIZATION DEVELOPMENT

SPECIAL/SUPPLEMENTARY EXAMINATIONS

SERIES: FEBRUARY 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

QUESTION 1 (Compulsory)

- a) Highlight characteristics of organization development. **(10 marks)**
- b) Discuss **FOUR** organization development interventions that an organization can use to introduce change. **(10 marks)**
- c) Explain the major benefits derived by a learning organization. **(10 marks)**

QUESTION 2

- a) A common OD approach used to help organizations negotiate change is Action Research. Discuss the **FOUR** steps of Action Research. **(10 marks)**
- b) Organization Development is the practice of helping organizations solve problems and reach their goals. A key emphasis in OD is assisting clients not just in meeting their goal but with learning new problem-solving skills they can use in the future. Explain the services offered by OD consultants to organizations. **(10 marks)**

QUESTION 3

- a) Highlight the **FIVE** basic elements of culture in an organization. **(10 marks)**
- b) Discuss core values of organizational development program. **(10 marks)**

QUESTION 4

- a) ‘Regardless of many types of organizational change, the critical aspect is a company’s ability to win the buy-in of their organizations employees on the change’. Discuss **FOUR** steps to effectively manage organizational change process. **(10 marks)**
- b) Self-managing work groups allow the members of a work team to manage, control, and monitor all facts of their work. Explain behavioral characteristics of self-managing teams. **(10 marks)**

QUESTION 5

- a) “In the management of a team, the human factor is crucial to success”. Discuss a simple model of behavior and a systematic approach to analyzing how you can exert your influence to help your team to work. **(10 marks)**
- b) Explain **FIVE** principles of Human Resources Management. **(10 marks)**