

**TECHNICAL UNIVERSITY OF MOMBASA**  
**SCHOOL OF BUSINESS**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**BHR 4409: ORGANIZATION DEVELOPMENT**  
**EXAM 2 –APRIL 2016**

**SECTION A – COMPULSORY QUESTION**

- 1(a) What is organization development? Explain the key concepts in Organization Development Theory. (10 Marks)
- (b) Explain elements of organization culture in organization development context. (10 Marks)
- (c) Organization development is characterized by three stages of organizational growth and development model. Describe initiatives that can be taken to move organization from chaos to stability climate. (10 Marks)

**SECTION B: ANSWER ANY TWO QUESTIONS**

2. (a) The dimension that distinguishes learning from more traditional organizations is the mastery of certain basic disciplines or ‘component technologies’ Explain the five discipline identified by Peter Senge (1990). (10 Marks)
- (b) Explain programs that an employer can implement to maintain work-life and career balance. (10 Marks)
- 3 (a) Underlying Organization Development are humanistic values. Discuss these values humanistic values. (10 Marks)
- (b) Mr Ali the Executive Director of a well-established large manufacturing firm plan to introduce new machines and modern methods of production. The workers in the factory who number around 1,500 are fearful of the change brought out and hence resist in many ways. As OD consultants how do you advice the top management to tackle the problem. (10 Marks)
- 4 (a) Modern Organizations require a new view of leadership. Leaders are designers, stewards and teachers. They are responsible for *building organizations* where people continually expand their capabilities to understand complexity, clarify vision, and improve shared mental models. Discuss transactional and transformational leadership styles. (10 Marks)

(b) How do you think the skills of an external change agent would differ from those of an internal change agent? (10 Marks)

5 (a) "He who rejects change is the architect of decay. The only human institution which rejects progress is the cemetery." Discuss importance of coping with change. (10 Marks)

(b) Explain Kotters Eight Step Model of Change Management. (10 Marks)