



# TECHNICAL UNIVERSITY OF MOMBASA

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SCHOOL OF BUSINESS

DEPARTMENT OF BUSINESS ADMINISTRATION

**UNIVERSITY EXAMINATION FOR:**

BACHELOR OF COMMERCE

BACHELOR OF BUSINESS ADMINISTRATION

BHR 4403: ORGANISATIONAL DEVELOPMENT

END OF SEMESTER EXAMINATION

**SERIES: DECEMBER 2016**

**TIME: 2 HOURS**

**DATE:** Pick Date Dec 2016

## Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions. Attempt question ONE (Compulsory) and any other TWO questions.

**Do not write on the question paper.**

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## QUESTION ONE

- Describe the objectives of organizational development **(6 marks)**
- Mr. Swaleh, the HR manager of Pwani Holdings has been asked to undertake organizational development to help the organization adapt effectively to the fast changing business environment. Describe the stage he will have to go through to achieve this. **(10 marks)**
- Organizational development (OD) interventions are the building blocks designed to improve organizational functioning. Describe Three types of human resource management interventions concerned with performance management **(6 marks)**

- d) The elements of organizational culture are a set of shared values and norms that control members' interactions with one another and with outside stakeholders such as customers and suppliers. Describe the four categories of organizational culture. **(8marks)**

### **QUESTION TWO**

- a) Once managers and an organization commit to planned change, they need to create a logical step-by step approach in order to accomplish the objectives. Describe the planned change process. **(16 marks)**
- b) Mr. Ali, the HR manager of Pwani Enterprises has been asked in computerize the personnel record keeping system in the organization. Describe the factors that increase resistance to change. **(4 marks)**

### **QUESTION THREE**

- a) Power is the potential ability to influence the behavior of others. Describe the sources of power in an organization **(10 marks)**
- b) Power represents the resources that a leader has to influence and effect change in the behavior of employees. Discuss the possible responses to the use of the different types of power. **(6 marks)**
- c) Describe the political tactics commonly practiced in organizations **(4 marks)**

### **QUESTION FOUR**

- a) Define Learning Organization **(LO)** **(2 marks)**
- b) Describe the disciplines of a learning organization identified by P. Senge in 1990 **(10 marks)**
- c) Knowledge management is an important factor in organizational development. Explain the benefits of knowledge management in an organization. **(8marks)**

### **QUESTION FIVE**

- a. Describe the reasons why modern employers provide work-life balance **(8 marks)**
- b. Describe the challenges faced in implementing work/life balance policies in an organization **(6 marks)**
- c. Individuals can contribute in bringing about their healthy work/life balance. Discuss **(6marks)**



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# BHR 4402: HUMAN RESOURCE DEVELOPMENT

## END OF SEMESTER EXAMINATION

**SERIES:DECEMBER2016**

**TIME:2HOURS**

**DATE:**Pick DateDec2016

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### **QUESTION ONE**

You are the HRD Manager of a multi-cultured organization Zee Limited. Zee Limited is a private firm with human resource strength of 500. The personnel are not getting well together given this cultural diversity.

- a) Show HRD modes you would use to reverse this trend **(9marks)**
- b) Human Resource Development (HRD) is wide and covers many facets. Discuss the core functions of HRD **(9marks)**
- c) Stipulate the likely hurdles you might face as the HRD Manager and why **(12marks)**

### **QUESTION TWO**

- a) With the aid of a diagram, describe the HRD process **(14marks)**
- b) HRD is wide and covers many facets. Discuss how HRD from the societal perspective influences the development of staff in an organization **(6marks)**

### **QUESTION THREE**

- a) Enunciate the various methods of HRD **(10marks)**
- b) How does a HRD Manager get to know the needs requiring Training and Development to be initiated? Discuss **(10marks)**

#### **QUESTION FOUR**

- a) Elucidate the modes of assessing the effectiveness of Training and Development programme initiative **(10marks)**
- b) Explicate the principles of Training and Development insofar as HRD is concerned **(10marks)**

#### **QUESTION FIVE**

- a) What are the challenges of HRD? Discuss with viable instances **(10marks)**
- b) Enunciate good components of building an effective career plan. **(10marks)**

### **SUMMARY MARKING SCHEME – MAIN EXAM**

#### **HUMAN RESOURCE DEVELOPMENT**

**UNIT CODE: BHR 4302**

#### **QUESTION ONE**

You are the HRD Manager of a multi-cultured organization Zee Limited. Zee Limited is a private firm with human resource strength of 500. The personnel are not getting well together given this cultural diversity.

- d) Show HRD modes you would use to reverse this trend (9marks)

#### **Answer**

- Training (3marks)
- Feedback appraisal (3marks)

- Control (3marks)

e) Human Resource Development (HRD) is wide and covers many facets. Discuss the core functions of HRD **(9marks)**

### **Answer**

#### ***Training and development***

Training and development is aimed at improving or changing the knowledge skills and attitudes of the employees. While training involves providing the knowledge and skills required for doing a particular job to the employees, developmental activities focus on preparing the employees for future job responsibilities by increasing the capabilities of an employee which also helps him perform his present job in a better way. These activities start when an employee joins an organization in the form of orientation and skills training. After the employee becomes proficient, the HR activities focus on the development of the employee through methods like coaching and counseling. (3marks)

#### ***Organization development***

OD is the process of increasing the effectiveness of an organization along with the well being of its members with the help of planned interventions that use the concepts of behavioral science. Both micro and macro changes are implemented to achieve organization development. While the macro changes are intended to improve the overall effectiveness of the organization the micro changes are aimed at individuals of small groups. Employee involvement programmes requiring fundamental changes in work expectation, reporting, procedures and reward systems are aimed at improving the effectiveness of the organization. The human resource development professional involved in the organization development intervention acts as an agent of change. He often consults and advising the line manager in strategies that can be adopted to implement the required changes and sometimes becomes directly involve in implementing these strategies. (3marks)

#### ***Career development***

It is a continuous process in which an individual progresses through different stages of career each having a relatively unique set of issues and tasks. Career development comprises of two distinct processes. Career Planning and career management. Whereas career planning involves activities to be performed by the employee, often with the help of counselor and others, to assess his capabilities and skills in order to frame realistic career plan. Career management involves the necessary steps that need to be taken to achieve that plan. Career management generally focus more on the steps that an organization that can take to foster the career development of the employees. (3marks)

f) Stipulate the likely hurdles you might face as the HRD Manager and why (12marks)

**Answer**

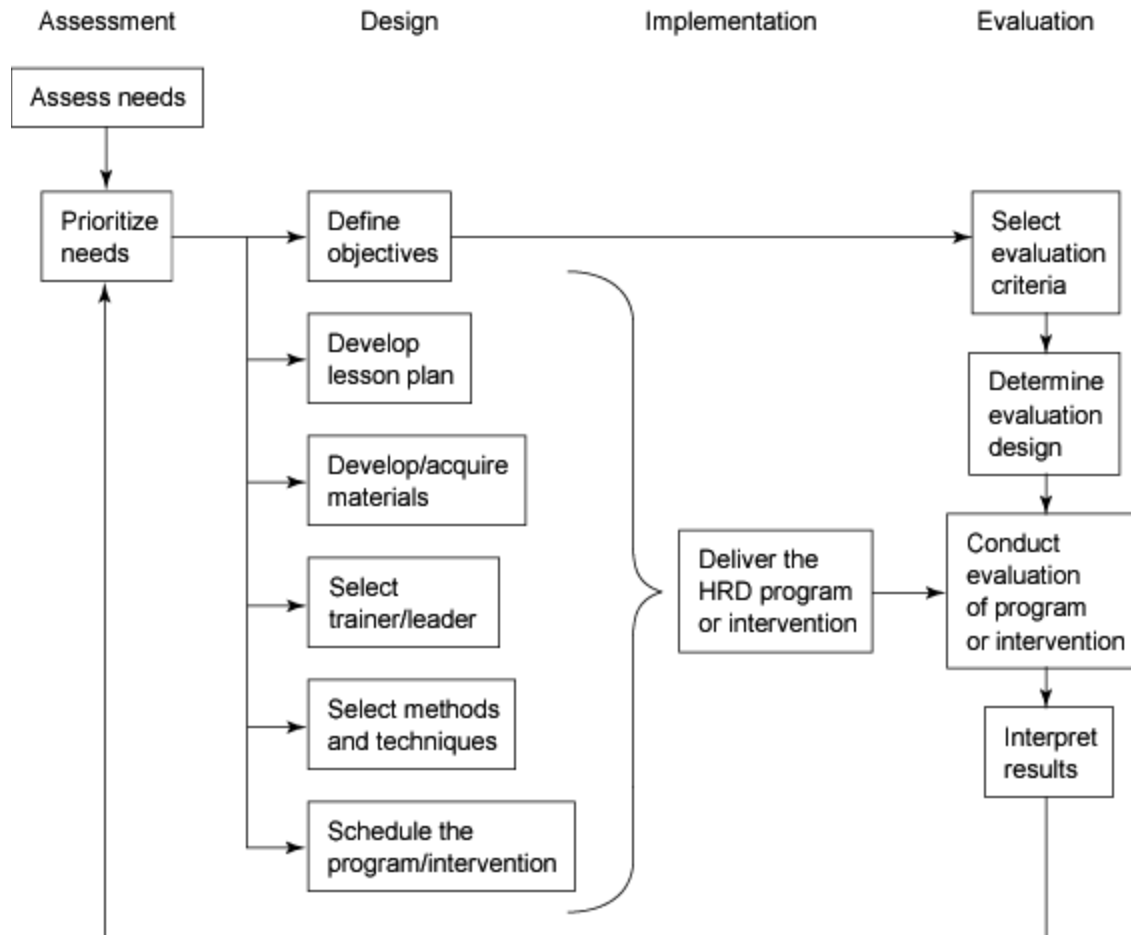
- Dejection
- ejection
- Sabotage
- Changing workforce demographics
- Competing in global economy
- Eliminating the skills gap
- Need for lifelong learning
- Need for organizational learning

(4@3)

**QUESTION TWO**

a) With the aid of a diagram, describe the HRD process (14marks)

**Answer**



b) HRD is wide and covers many facets. Discuss how HRD from the societal perspective influences the development of staff in an organization (6marks)

**Answer**

- Health (2 marks)
- Mindset (2 marks)
- Predictability (2 marks)

**QUESTION THREE**

c) Enunciate the various methods of HRD (10marks)

**Answer**

- On the job 5 marks
- Off the job 5 marks



- d) How does a HRD Manager get to know the needs requiring Training and Development to be initiated? Discuss (10marks)

**Answer**

- Organization analysis
- Person analysis
- Task analysis

(Any 2@5)

**QUESTION FOUR**

- c) Elucidate the modes of assessing the effectiveness of Training and Development programme initiative (10marks)

**Answer**

- Questionnaire 5 marks
- Accidents and errors post training 5 marks

- d) Explicate the principles of Training and Development insofar as HRD is concerned (10marks)

**Answer**

- Principle of knowledge 3 marks
- Principle of rewards 3 marks
- Principle of top management support 3 marks
- Principle of motivation 1 mark

**QUESTION FIVE**

- c) What are the challenges of HRD? Discuss with viable instances (10marks)

**Answer**

- Diversity 3 marks
- Contrasting opinions 3 marks
- Unionism 3 marks
- Politicization 1 mark
- Changing workforce demographics
- Competing in global economy

- Eliminating the skills gap
- Need for lifelong learning
- Need for organizational learning

**d)** Enunciate good components of building an effective career plan. (10marks)

**Answer**

- Education 3 marks
- Learning 3 marks
- Purpose OD 3 marks
- Focus and movement 1 mark



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**QUESTION ONE**

As the principal official in charge of matters; Human Resource Development, Training and Development is key in ushering in the development of staff.

- a) Show a model schedule of Training and Development programme for staff (15marks)
- b) What are the challenges of instituting a Training and Development programme(15marks)

**QUESTION TWO**

- a) How is culture necessary in influencing HRD (10marks)
- b) Enunciate how compensation is a vital component in HRD (10marks)

**QUESTION THREE**

- a) Explicate the various methods of Training and Development (10marks)
- b) How are Training and Development needs determined? Enumerate (10marks)

**QUESTION FOUR**

- a) Draft sample proposal addressed to the General Manager proposing policy framework for staff for Training and Development (10marks)

- b) Explicate the tenets of Training (10marks)

**QUESTION FIVE**

- a) What are the viable means through which an employee can build an effective career plan? (10marks)
- b) With the aid of a diagram show the importance of hierarchy in HRD? (10marks)

**SUMMARY MARKING SCHEME – SPECIAL/SUPPLEMENTARY EXAM**

**HUMAN RESOURCE DEVELOPMENT**

**UNIT CODE: BHR 4302**

**QUESTION ONE**

As the principal official in charge of matters; Human Resource Development, Training and Development is key in ushering in the development of staff.

a) Show a model schedule of Training and Development programme for staff (15marks)

**Answer**

- Nature of Training (5 marks)
- Time schedule (5 marks)
- Participants in hierarchy (5 marks)

b) What are the challenges of instituting a Training and Development programme (15marks)

**Answer**

- Lack of time 5 marks
- No finances 5 marks
- Difficulty acquiring trainer 5 marks

## **QUESTION TWO**

a) How is culture necessary in influencing HRD (10marks)

**Answer**

- Prescribes state of required mind (3 marks)
- Practice and way of doing things (3 marks)
- Gives the firm/department an identity and character (4 marks)

b) Enunciate how compensation is a vital component in HRD (10marks)

**Answer**

- Provides motivation (5 marks)
- Fair consideration (5 marks)

## **QUESTION THREE**

a) Explicate the various methods of Training and Development (10marks)

**Answer**

- Lecture method
- On-the-job
- Apprenticeship

- Simulation
- Role play

b) How are Training and Development needs determined? Enumerate (10marks)

**Answer**

- Organization analysis
- Person analysis
- Task analysis

**QUESTION FOUR**

a) Draft sample proposal addressed to the General Manager proposing policy framework for staff for Training and Development (10marks)

**Answer**

- Addressee (3 marks)
- Subject (3 marks)
- Proposal contribution OD (3 marks)
- Timeframe for institution (1 mark)

b) Explicate the tenets of Training (10marks)

**Answer**

- Tenet of feedback (3 marks)
- Tenet of functional foremanship (3 marks)
- Tenet of acceptability (3 marks)
- Tenet of motivation (1 mark)

**QUESTION FIVE**

a) What are the viable means through which an employee can build an effective career plan? (10marks)

**Answer**

- Education (3 marks)
- Learning (3 marks)
- Purpose OD (3 marks)

- Focus and movement (1 mark)

b) With the aid of a diagram show the importance of hierarchy in HRD? (10marks)

**Answer**

- Status (3 marks)
- Responsibility (3 marks)
- Duty (3 marks)
- Procedure (1 mark)