



TECHNICAL UNIVERSITY OF MOMBASA

School of Business

Department of Business Administration

UNIVERSITY EXAMINATION FOR:
MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT
BHR 5104: ORGANIZATIONAL CHANGE AND DEVELOPMENT
END OF SEMESTER EXAMINATION

SERIES: APRIL 2025

TIME: 3 HOURS

DATE: 7 May 2025

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.

Question ONE (Compulsory)

Case Study: OD Contracting at Kenworth Motors

Introduction

The case study revolves around a consulting engagement with Robert Denton, the plant manager of Kenworth Motors' truck manufacturing facility in Seattle. The story begins with a phone call from Denton, who reached out to the consultant (the author) based on a recommendation from a mutual acquaintance, Charles Wright, an Organizational Development (OD) manager in a different industry. Although Denton was relatively new to Seattle and had been managing the plant for eight months, he felt something was missing in the overall functioning of the team. This prompted him to seek the help of the consultant to assess the plant's dynamics.

Initial Reflections and Preparation

Before the meeting, the consultant had limited information about Denton or the plant. The consultant reflected on what to expect from the meeting and envisioned various possibilities, such as Denton's office location, his demeanour, and the general condition of the plant. The consultant decided to approach the

situation with a focus on being genuine, friendly, and curious, seeking to establish whether there was a real opportunity for collaboration.

Making Contact

The consultant arrived at the Kenworth plant and was greeted by a professional and well-organized front desk, which led to Denton's office. Denton, who appeared friendly and energetic, was casually dressed and engaged in small talk before diving into the business discussion. Denton shared several details about the plant, including production numbers, sales backlog, and recent updates, which suggested that operations were running smoothly. However, Denton expressed a feeling of unease, indicating that although things were functional, he felt the team was not fully cohesive, as he had hoped.

Discussion and Analysis of the Plant's Dynamics

Despite Denton's detailed description of the plant's operations, the consultant remained skeptical, sensing that there might be underlying issues despite Denton's reassurances. Denton described his relationship with his department heads as positive, stating that all but two were long-tenured employees who were skilled in their roles and worked well together. The consultant probed further but did not uncover any obvious issues, leading him to propose that Denton might be experiencing a natural apprehension about the organization's potential for improvement, despite everything appearing to be in order.

The consultant also offered the option of conducting an independent assessment of the plant's operations to verify Denton's impressions. The plant manager seemed receptive but wary of the potential costs and disruptions of a full diagnostic process. However, he showed interest in a more modest, less intrusive approach.

Proposing a "Retreat"

The consultant suggested an alternative to a traditional diagnostic evaluation—a team-building retreat for Denton and his department heads. The goal was to conduct a communications workshop that would allow everyone to explore their work relationships and team dynamics in a less formal setting. The proposed retreat would involve a weekend away from the plant at a local country club or lodge, with the purpose of enhancing team cohesion, surfacing potential concerns, and improving overall communication among managers.

The consultant framed this retreat as a low-cost and low-risk opportunity to foster openness and clarity about the plant's organizational health. Denton seemed intrigued and agreed to the proposal, asking for details on what would happen during the retreat. The consultant clarified that the exact agenda would be flexible, focusing on honest dialogue and a collaborative approach to uncovering and addressing concerns. Denton agreed to the terms, including the consultant's daily rate and the expenses for the event.

Conclusion

The meeting concluded with an agreement to proceed with the proposed retreat, scheduled for a few weeks later. Denton agreed to market the event as a "communications workshop" to his team, indicating a focus on improving internal communications and teamwork. The consultant left the meeting with a sense of satisfaction, having secured an engagement that seemed both productive and mutually

beneficial. The case ends with the consultant feeling optimistic about the potential impact of the retreat on Kenworth Motors' plant operations.

- a) How well did the OD consultant prepare for the meeting with Denton? (8 marks)
- b) In the discussion between the OD consultant and Denton, what was effective and ineffective about the consultant's behaviour? (8 marks)
- c) How effective was the contracting process described in the last part of the case? (5 marks)
- d) What activities would you include in the schedule of the upcoming retreat? (4 marks)

Question TWO

- a) Write short notes on T-Group training. (10 marks)
- b) What kind of issues arises in consultant-client relationships in OD? What should be done to manage these relations appropriately? (15 marks)

Question THREE

- a) Discuss action research as applied in OD. (15 marks)
- b) Discuss the survey feedback approach as applied in OD. (10 marks)

Question FOUR

- a) Discuss the expertise necessary for an OD consultant. What role demands impinge on the expertise? (15 marks)
- b) Highlight the various elements of an OD proposal by a consultant. (10 marks)

Question FIVE

- a) Discuss third party interventions in OD. (15 marks)
- b) Discuss the sources of power in OD. (10 marks)

Question SIX

- a) Explain in brief various kinds of organization structure interventions in OD. (15 marks)
- b) Enumerate recent trends influencing the future direction of OD. (10 marks)