



KIBABII UNIVERSITY COLLEGE (KIBUCO)

MAIN CAMPUS

**UNIVERSITY EXAMINATIONS
2014 /2015 ACADEMIC YEAR**

FIRST YEAR FIRST SEMESTER EXAMINATIONS

MAIN EXAMINATION

MASTERS DEGREE

IN

HUMAN RESOURCE MANAGEMENT

COURSE CODE: HRM 816 E

COURSE TITLE: ORGANIZATIONAL DEVELOPMENT

DATE: 10th DECEMBER, 2014

TIME: 9.00-11.00 A.M.

INSTRUCTIONS TO CANDIDATES:

Answer Question ONE and any other Two Questions

TIME: 2 Hours

Read this statement and answer questions that follow

In the 1950s organizational development evolved in response to needs, the limitations of conventional training method in building better organizational behaviour and created a change in traditional training laboratories. Others started working on the problem and eventually, organizational development evolved from their efforts.

- 1) In view of this background;
 - a) Consider five major characteristics of organizational development (10 marks)
 - b) Suggest key steps to the organizational development process based on Davies (1984) model (10 marks)
 - c) Evaluate the main aim of organizational development (10 marks)
 - d) Organizational development is not an easy process. It can take a year or more it may even continue indefinitely. Discuss the benefits that an organization on a steady path of development stands to gain from this process (10 marks)
- 2)
 - a) An organization that is consistent with its objectives grows. Consider starbuck's (1965) organizational growth survey reasons. (10 marks)
 - b) Taking control of a particular territory can be attained by deliberate use of some kind of systematic development which implies that certain strategic principles have to come into play. In view of this, identify and discuss the key principles of systematic development of an organization (10 marks)
- 3)
 - a) There is a great need for mutual dependence between the organization and the environment for organizational effectiveness and efficiency. Bring out five types of environment that an organization would require to interact with in its quest for efficiency (10 marks)
 - b) Major environmental changes in the recent years have globally taken place. Discuss four main environmental changes with reference to Kenyan Organizations (10 marks)
- 4)
 - a) Since the environment is dynamic, Managers have the onerous responsibility of designing a strategy to manage the environment. Discuss Internal and external strategies available to Managers for environmental management (20 marks)
- 5)
 - a) Organizational structure deals with how tasks are formally divided and grouped. Clearly bring out 5 elements that should be taken into consideration when designing a structure (10 marks)
 - b) There are several factors that can trigger structural changes in an organization clearly bring out the main determinants of structural changes in Kenyan Organizations (10 marks)