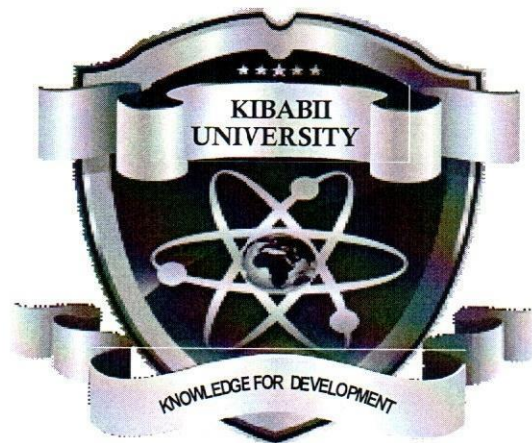


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KIBABII UNIVERSITY



**UNIVERSITY EXAMINATIONS
2020/2021 ACADEMIC YEAR
FIRST YEAR SECOND SEMESTER
FOR THE MASTER OF SCIENCE IN HUMAN
RESOURCE MANAGEMENT**

COURSE CODE: HRM 816E

COURSE TITLE: ORGANIZATIONAL DEVELOPMENT

DATE: 29/11/2021

TIME: 9.00AM – 12 NOON

INSTRUCTIONS TO CANDIDATES

- ANSWER QUESTION **ONE** (COMPULSORY) AND ANY OTHER **THREE** QUESTIONS
- QUESTION **ONE** ATTRACTS **40 MARKS**
- TIME ALLOWED IS **THREE** HOURS
- ALL OTHER QUESTIONS ATTRACT EQUAL MARKS (**20 MARKS**)

SECTION A

QUESTION ONE

Read the case below and answer the questions that follow.

Makurufu industries has been engaged in the manufacturing sector for 30 years. It manufactures sugar, generates electricity that is sold to the national grid and also manufactures fertilizer. Of late, its productivity has gone down, it has lost its market to other competing firms in the sugar sector and is on the verge of being declared bankrupt.

It has contracted you as a consultant to help in its resuscitation of its fortunes. You discover that there is a lack of congruence between organizational structure, processes, strategy, people and culture at Makurufu. The employees do not realize how their contribution relates to the overall organizational performance. As you embark on the exercise, you realize that there is a need to embrace Organizational Development (OD) so as to utilize behavioural science theories and techniques to enhance the contribution of individuals and teams at Makurufu.

You have invited the staff to a meeting to sensitize them on the process you want to undertake.

Required:

- a) Explain to them the characteristics of the process you want to undertake. (10marks)
- b) Examine some of the organizational development initiatives at your disposal that you may use to undertake the exercise. (20marks)
- c) Briefly explain to them the importance of the OD exercise. (10marks)

SECTION B

QUESTION TWO

- a) Discuss Kurt Lewin's model of change using an organization of your choice and explain how it can be utilized to implement change in an organization. (10marks)
- b) "Employee empowerment is an exercise in futility. Build a case against this view with reference to organizational development. (10marks)

QUESTION THREE

- a) Job design may take various forms. Discuss. (10marks)
- b) "I cannot allow resistance of staff to derail the implementation of a chosen change initiative in my organization", asserted Mrs Majivuno, the Manager of Mafuta Bora Tyre manufacturers. "I have my own ways of ensuring the initiatives are implemented". Validate Mrs. Majivuno's assertion. (10marks)

QUESTION FOUR

- a) Organization Development experts may utilize various powers and tactics to ensure the success of their work. Discuss. (10marks)
- b) Briefly explain how politics may derail the success of OD interventions.(10marks)

QUESTION FIVE

- a) The culture prevalent in the organization may support or hinder implementation of OD strategies. As a HR expert, explain how the managers may utilize culture to entrench OD in their organization. (10marks)
- b) Trace the history of Organizational Development. (10 marks)