

# **MURANGA UNIVERSITY COLLEGE**

*(A constituent College of Jomo Kenyatta University of Agriculture & Technology)*

**MAIN CAMPUS**

**ORDINARY UNIVERSITY EXAMINATIONS**

**2014/2015 ACADEMIC YEAR**

**SECOND YEAR SECOND SEMESTER EXAMINATIONS**

**FOR THE DEGREE  
OF  
BACHELOR OF SCIENCE, HUMAN RESOURCE  
MANAGEMENT**

**COURSE CODE: HEH 2208**

**COURSE TITLE: ORGANIZATIONAL DEVELOPMENT**

**DATE:**

**TIME:**

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## **INSTRUCTIONS TO CANDIDATES**

Question ONE (1) is compulsory  
Answer THREE (3) questions

MRUC observes ZERO tolerance to examination irregularities

This Paper Consists of 2 Printed Pages. Please Turn Over.

### **QUESTION 1**

- (a) Discuss the theoretical foundations of change management (12 marks).
- (b) OD interventions are sets of structured activities in which selected organizational units engage in a sequence of tasks that will lead to organizational improvement. In the light of this statement highlight some of the important conditions that give rise to the need for OD interventions. Briefly describe the OD interventions (10 marks).
- (c) John Kotter, a reknown change guru while building on the works of Kurt Lewin developed a detailed approach for implementing change. Discuss his model of change. (8 marks)

### **QUESTION 2**

- (a) Explain the internal triggers of change (10 marks)
- (b) Describe some of the leadership attributes and requirements for effective change management (10 marks)

### **QUESTION 3**

What causes resistance to change?. Explain the strategies which could be adopted to overcome this resistance (20 marks).

### **QUESTION 4**

- (a) Identify the key drivers of change (10 marks)
- (b) Discuss the reasons why many change initiatives fail (10 marks)