



MURANG'A UNIVERSITY OF TECHNOLOGY

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

UNIVERSITY ORDINARY EXAMINATION

2023/2024 ACADEMIC YEAR

SECOND YEAR SECOND SEMESTER EXAMINATION FOR BACHELOR

OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

BHR 205 – ORGANIZATIONAL DEVELOPMENT

DURATION: 2 HOURS

INSTRUCTIONS TO CANDIDATES:

1. Answer question ONE any other two questions.
2. Mobile phones are not allowed in the examination room.
3. You are not allowed to write on this examination question paper.

SECTION A – ANSWER ALL QUESTIONS IN THIS SECTION

QUESTION ONE (30 MARKS)

- a) Explain the meaning of change as it is used in organizational development. (2 marks)
- b) Every good manager must be able to anticipate predictable changes. Identify internal and external factors that may affect change in an organization. (8 marks)
- c) Highlight any five forms of organizational change. (5 marks)
- d) Discuss five challenges that might influence the manager become reluctant to implement change in a business organization. (5 marks)
- e) Many people and organizations resist to change. Outline any five key drivers of organizational change. (5 marks)
- f) Explain any five change agent's roles and responsibilities in a given organization. (5 marks)

SECTION B - ANSWER ANY TWO QUESTIONS IN THIS SECTION

QUESTION TWO (20 MARKS)

- a) Explain any five forces that should be harnessed if a successful organizational change has to be realised. (10 marks)
- b) Discuss any five traits of a good change leader. (10 marks)

QUESTION THREE (20 MARKS)

- a) Learning organizations are companies that continuously learn and develop themselves through the process of creating new knowledge. Explain five characteristics of a learning organization. (10 marks)
- b) Discuss any five organizational and environmental levels to consider during the change readiness assessment. (10 marks)

QUESTION FOUR (20 MARKS)

- a) Explain any five duties of a change management leader. (10 marks)
- b) Identify any five reasons why people resist change. (10 marks)