



# THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

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**MAIN EXAMINATION**

**AUGUST - DECEMBER 2014 TRIMESTER**

**FACULTY OF COMMERCE**

**DEPARTMENT OF MARKETING AND MANAGEMENT**

**EVENING PROGRAMME**

**CMM 222: ORGANIZATION DEVELOPMENT**

**Date: DECEMBER 2014**

**Duration: 2 Hours**

**INSTRUCTIONS: Answer Question ONE and ANY OTHER TWO Questions**

- Q1. a) Due to organizational challenges, the Flamingo tours and Safaris Ltd has decided to emerge with Coco Savannah Hotel Groups. Unfortunately due to the merger the employees are resisting the new changes made. How would you as the newly appointed change manager ensure that changes occur effectively? **(10 marks)**
- b) Name the **TWO** most popular sources of power and explain why they are so popular in organizations. **(6 marks)**
- c) Henry Fayol's "14 administrative principles" for organizational structure and management was one of the earliest theories of management to be created and remains one of the most comprehensive.

Discuss any **TWO** of these principles, clearly illustrating how they should be applied in current formal organizations. **(6 marks)**

- d) To demonstrate your understanding of the various organizational development concepts, write short notes on any **TWO** of the following topics:
- i) Organizational life cycle **(4 marks)**
  - ii) Basic attributes to success **(4 marks)**
  - iii) Characteristics of open systems **(4 marks)**
  - iv) Any four factors influencing organizational structure **(4 marks)**
  - v) Pro-change culture **(4 marks)**
- Q2. a) Draw the organizational development process model and explain the objectives of each of its concepts. **(10 marks)**
- b) Elaborate on at – least **FIVE** challenges of the conversion process an organization might face. **(5 marks)**
- c) Elaborate on at – least **FIVE** guidelines to effective delegation a manager should use, to achieve desirable results. **(5 marks)**
- Q3. a) Define organizational development and list **TWO** of its benefits. **(4 marks)**
- b) Identify and explain any **THREE** common organizational development problems in a large corporation. **(6 marks)**
- c) As an organizational development consultant what techniques would you use to resolve the **THREE** organizational problems identified above in the large corporation? **(6 marks)**
- d) Briefly explain why organizational efficiency and effectiveness is important. **(4 marks)**
- Q4. a) Describe how each of the two modern approaches to organization design can be effectively used in a company (Give examples of each approach). **(10 marks)**

- b) Draw a diagram of an organization you may have worked in or are familiar with, showcasing the components of an organization and its environment. (Be as detailed as possible) **(10 marks)**

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