



KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2007/2008

SECOND SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF ENVIRONMENTAL STUDIES

ECD 507: ORGANIZATIONAL AND INSTITUTIONAL DEVELOPMENT

DATE: Tuesday, 12th June, 2008

TIME: 2.00 p.m. – 5.00 p.m.

INSTRUCTIONS:

Answer question **ONE** and any other **THREE** questions.

1.
 - a) Discuss the principles and pre-conditions of effective organizational development for capacity growth in Non-Governmental Development Organizations. (8 marks)
 - b) Explain the characteristics of an ideal operational Non-Governmental Development Organization. (8 marks)
 - c) Explain the difference between Organizational Development and Institutional Development. (4 marks)
2.
 - a) Using Kenya as an example, discuss the Organizational Development Needs of African Based Organizations. (10 marks)
 - b) Suggest at least 5 ways of strengthening the Civil Society. (5 marks)
3. Discuss and illustrate using local Kenyan examples the functioning of an Integrated Organizational Model as central to organizational capacity development. (15 marks)

4. Discuss the importance of Environmental scan with regard to organizational strengthening and institutional development under the following:
- a) i) context analysis (4 marks)
 - ii) external actor analysis (5 marks)
 - b) Identify and explain at least 3 types of interventions for capacity growth. (6 marks)
5. a) Briefly explain why learning processes in organizational change is key to capacity development. (6 marks)
- b) Identify typical sources of resistance to change in organizations and institutions. (6 marks)
- c) Suggest three strategies of countering resistance to change. (3 marks)
6. Drawing examples from any local community based organization discuss the role of strategic planning in institutional development. (15 marks)
