PAN AFRICA CHRISTIAN UNIVERSITY

END OF SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION

JANUARY-APRIL

CAMPUS: ROYSAMBU-EVENING (ON-LINE)

DEPARTMENT: BUSINESS STUDIES

COURSE CODE: MBA 601

COURSE TITLE: ORGANIZATIONAL DEVELOPMENT

EXAM DATE: APRIL 2026

TIME: 6.00PM- 9.00 PM

INSTRUCTIONS

- Read all questions carefully before attempting.
- Answer question 1 and any other **three** questions.

SECTION A: Question One (Compulsory)

Amazon, which has gained a competitive edge by investing in Organizational Development interventions, planned to invest $700 million in OD and retrain a third of its workforce by 2025.This would help its workers transition into new, advanced roles by adapting to new technologies, working conditions, business procedures, and overall digital transformation. A key OD intervention has been Amazon’s Customer Experience (CX) strategy which is driven by its mission to be "Earth's most customer-centric company." This philosophy shapes every decision, from product offerings to customer service protocols. The main components of Amazon’s CX strategy include: Seamless Shopping Experience which provides a user-friendly interface with efficient search functionalities and a streamlined checkout process, making shopping simple and intuitive. Customer Convenience Innovations like one-click purchasing and Amazon Prime eliminate barriers to purchase, significantly enhancing customer satisfaction and retention. Data-Driven Personalization which leveraging vast amounts of customer data, Amazon delivers tailored product recommendations and marketing efforts, ensuring a highly personalized shopping experience. Responsive Customer Service by offering 24/7 support and an easy return policy, Amazon focuses on maintaining high levels of customer satisfaction and loyalty. Amazon’s willingness to invest in technology and logistics has allowed it to maintain a competitive edge and drive significant business growth.

Required:

a) Discuss the characteristics Organizational Development interventions as implemented by Amazon Company to become a world leader in e-commerce (8 marks)

b) Describe the process of Organizational Development citing examples from actions taken by the Amazon company (8 Marks)

c) Critically analyze any four current global challenges facing organizations necessitating the use of various OD interventions to attain competitive advantage (4 marks)

SECTION B: Answer any three Questions

Question Two

a) The implementation phase of any strategy is often the most critical. Discuss three key challenges facing the implementation of strategic Organizational Development interventions in organizations (3 marks)

b) Organizational Development is multi -displinary in approach. Explain the implementation of organizational change using the McKinsey 7’S model (7 marks)

Question Three

a) Citing relevant examples, discuss four types of Organizational Development interventions adopted by agile firms globally. (4 marks)

b) Organizational development interventions are often seen as the solution to performance decline in the global market. Assess the impact of Organizational Development interventions in organizational performance. (6 marks)

Question Four

a) Organizational Development is becoming a key feature of innovative firms worldwide. Explain three types of Organizational Development practitioners in the corporate world. (3 marks)

b) Having the right skill sets and competencies is required of all seeking to be hired in the Organizational Development practice. Discuss key competencies required of an Organizational Development practitioner especially in the service industries. (7 marks)

Question Five

a) Sound work ethics and morality are the hallmarks of success in the turbulent global market. Discuss four unethical work habits that have encroached organizations in the world today. (4 marks)

b) The Management should perform routine maintenance on ethical standards in the business. Explain three ethical behaviour maintaince strategies adopted by thriving organizations in the global market. (6 marks)

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THE END