ICLED BUSINESS SCHOOL - 2025 EXAM QUESTION

COURSE: ORGANISATIONAL DEVELOPMENT AND CHANGE MANAGEMENT

FACULTY: MR. AGBO

INSTRUCTION: **Answer question 1 and attempt four (4) any other questions of your choice.**

NOTE: Question one (1) is Compulsory (30 marks)

From the passage below, answer question 1a - 1e.

Nigerian Breweries Plc. has rich history dating back to 1946 when it was incorporated as "Nigerian Brewery Ltd." in Lagos, Nigeria and has since then grown consistently to what is called "Nigerian Breweries Plc. today.
Nigerian Breweries Plc. is a leading beverage company in Nigeria. The company's first brewery, located in Lagos began full operations in June 1949 producing the Iconic Star Lager Beer.

Today, Nigerian Breweries Plc. is the largest brewing company in Nigeria, with 11 breweries, 2 malting plants and 26 sales depots across the country. The company is a subsidiary of Heineken N. V. and offers a range of popular brands including Star Lager Beer, Guilder and Maltina, etc.

The company has over ten thousand employees spread across states and regions, with weak knowledge of change management and a very poor technological advancement. All these constitute one of the reasons why the Organisation failed in its last change management initiative.

The company's turnover for 2024 hits a record high N1.1trillion (728.4million dollars), marking an impressive 81% increase from N599.6million (359.05 million dollars) in 2023. However, in recent years, the company is faced with consistent decline in sales and profitability due majorly to market challenges and operational inefficiencies. Further investigation reviewed that management of the company did not give attention to the key considerations in the failed change management initiative. Also, the Management insisted that only a particular model should be adopted, which was later discovered not to be suitable for the change initiative and that the type of development approach adopted was not compatible with the change initiative.

In the light of the glaring mark of challenges, operational inefficiencies and other crises in the organisation, the company has planned to embark on transforming operations for growth. The objectives are to transform Operations, improve efficiency and drive growth through organisational development and change management. To solve the crisis, reduce operational costs by 15%, improve production efficiency by 20% and increase market shares and revenue growth, the management has approved the appointment of an OD Consultant to unravel the misery behind the crisis and solve the problems.

QUESTION 1

(a) Explain to the management the key considerations necessary for success of any initiative. (6 marks)

(b) State the step-by-step process of conducting a change management initiative. (6 marks)

(c) Which model(s) would you adopt in this case if you were the Consultant?
(6 marks)

(d) As the Consultant, what type of developments would you recommend for the success of this new change initiative?
(6 marks)

(e) Explain to the management of the company the benefits they stand to gain if they embark on a successful change initiative. (6 marks)

QUESTION 2

(a) Define the followings with examples

i) Change (3 marks)

ii) Organisation (3 marks)

iii) Development (3 marks)

(b) Identify and explain the key features of a theory. (11 marks)

QUESTION 3

Explain the steps in designing an organizational development (OD) and change intervention programme.
(15 marks)

QUESTION 4

(a) Enumerate the challenges of change management. (10 marks)

(b) Identify and explain the types of organisation that exists in a society
(5 marks)

QUESTION 5

(a) Identify and explain the reasons for change. (7.5 marks)

(b) List and explain the challenges of development. (7.5 marks)

QUESTION 6

Enumerate the processes of assessing and shaping organisational culture. (15 marks)

QUESTION 7

Explain the following models:

i) ADKAR Change Management Model (3 marks)

ii) McKinsey 7-S model (3 marks)

iii) Systems theory (3 marks)

iv) Lewin's Change Management Model (3 marks)

v) The Kotter's theory (3 marks)

QUESTION 8

Discuss the process for assessing and shaping organisational culture. (15 marks)