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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF MANAGEMENT AND
LEADERSHIP/BACHELOR OF COMMERCE

BML 201/BCM 313 : ORGANIZATIONAL BEHAVIOUR

DATE: APRIL 2026

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

ORGANIZATIONAL CHANGE AT NYOTATECH SOLUTIONS

NyotaTech Solutions, a mid-sized software development firm based in Nairobi, underwent a significant organizational transformation in 2023. Faced with intensifying competition, rapid technological evolution, and shifting client expectations, the company recognized the urgent need to adapt. Organizational change, in this context, refers to the deliberate process through which a company modifies its structures, strategies, technologies, or culture to respond to internal and external pressures. For NyotaTech, this meant a comprehensive overhaul of its operations, workforce dynamics, and technological infrastructure.

The change manifested in several forms. Strategically, the company pivoted from traditional software development to cloud-based solutions, aligning with global trends and client demands. Structurally, departments were reorganized to foster cross-functional collaboration, breaking down silos that had previously hindered innovation. Technologically, NyotaTech adopted advanced project management tools and AI-driven coding assistants, streamlining workflows and enhancing productivity. On the human front, the company introduced flexible work arrangements and invested in upskilling its employees to meet the demands of the new operational model.

Several forces drove this transformation. Externally, the market was becoming saturated with agile competitors offering faster, more cost-effective cloud services. Technological advancements, particularly in AI and automation, were reshaping the software development landscape. Clients increasingly demanded scalable, secure, and cloud-compatible solutions, pushing NyotaTech to evolve or risk obsolescence. Internally, the leadership team, led by a visionary CEO, championed the change as essential for long-term survival. Employee feedback also played a role, with surveys revealing dissatisfaction with outdated tools and rigid

schedules. Financial performance, marked by declining profits, further underscored the urgency of transformation.

Despite the compelling rationale, resistance to change emerged within the organization. Employees feared job loss due to automation and were reluctant to abandon familiar workflows. Long-tenured staff, in particular, struggled with the shift, preferring the comfort of the status quo. A lack of trust in leadership's intentions added to the friction, with some employees skeptical about the promised benefits of change. To address this resistance, NyotaTech prioritized transparent communication, involving employees in decision-making and offering comprehensive training and support programs to ease the transition.

The implementation of change followed Kotter's 8-Step Change Model, a structured approach that ensured clarity and momentum. The company began by creating a sense of urgency, sharing market data and performance metrics to highlight the need for change. A coalition of change leaders was formed to guide the process, and a compelling vision for the future was articulated. This vision was communicated through town halls, newsletters, and one-on-one meetings. Barriers to change were identified and removed, and resources were allocated to empower employees. Early wins, such as successful pilot projects, were celebrated to build confidence. The momentum was sustained by embedding changes into performance metrics and reinforcing new values through leadership behavior.

As the organization transformed, work stress became a significant concern. The causes of stress were multifaceted. Uncertainty about the future created anxiety among employees, while the increased workload during the transition led to fatigue. Role ambiguity, especially in newly created positions, added to the confusion and stress. The consequences were evident: burnout became common, productivity declined, and several key talents left the company, citing unresolved stress and lack of support. To manage stress effectively, NyotaTech implemented a multi-pronged strategy. Wellness programs, including yoga sessions and mental health counseling, were introduced to support employee well-

being. Flexible schedules and remote work options provided relief from rigid routines. Clear and consistent communication helped reduce uncertainty, and managers were trained to recognize and address signs of stress proactively. These efforts not only improved morale but also reinforced the company's commitment to its people.

NyotaTech's experience underscores the complexity of managing organizational change. It is not merely a strategic exercise but a deeply human one, requiring empathy, transparency, and resilience. By addressing resistance and stress head-on, the company not only transformed its operations but also strengthened its culture. This case highlights the importance of aligning change initiatives with the emotional and psychological needs of employees to foster sustainable growth and innovation.

Required:

- a) Propose the steps one can take in implementing organizational change in NyotaTech Solutions.

(5 Marks)

- b) Design a step-by-step intervention plan using Kotter's Model that you can use at NyotaTech Solutions.

(7 Marks)

- c) Evaluate the impact of technological change on stress at NyotaTech Solutions.

(4 Marks)

- d) Critically assess the role of leadership in managing change NyotaTech Solutions.

(5 Marks)

- e) Create a comprehensive stress management program for NyotaTech Solutions.

(4 Marks)

QUESTION TWO

- a) Propose the characteristics of a person that influences perception.

(6 Marks)

- b) Suggest the benefits of Informal Groups. **(9 Marks)**

QUESTION THREE

- a) Demonstrate any three rationalizations an employee may use on some of their unethical behaviour.

(3 Marks)

- b) The classification of conflict is often made on the basis of the antecedent conditions that lead to conflict. Discuss.

(12 Marks)

QUESTION FOUR

- a) Analyze the factors one need to consider in designing an organization structure.

(7 marks)

- b) Compare and contrast Bureaucracy and Scientific Management.

(8

Marks)

QUESTION FIVE

- a) Suggest the methods an organization may use to handle resistance to change.

(8 Marks)

- b) Assess the guidelines for developing political skills **(7**

Marks)

QUESTION SIX

- a) Enumerate the contribution of any five disciplines that have contributed to the development of organization behaviour as a distinct area of study.

(5 Marks)

- b) Justify the Personal characteristics that enhance job promotion.

(10 Marks)