



PAN AFRICA CHRISTIAN UNIVERSITY

**END OF SEMESTER EXAMINATION FOR THE DEGREE OF
MASTER OF LEADERSHIP/MASTER OF EDUCATION
LEADERSHIP**

MAY-AUGUST 2025

CAMPUS: ROYSAMBU-EVENING (ON –LINE)

**DEPARTMENT: LEADERSHIP & ORGANIZATIONAL
DEVELOPMENT**

COURSE CODE: MAL/MEL 602

COURSE TITLE: LEADERSHIP AND CHANGE

EXAM DATE: AUGUST 2025

TIME: 6.00PM- 9.00PM

INSTRUCTIONS

- Read all questions carefully before attempting.
- Answer question 1 and any other one question from section B.

SECTION A: Question One (Compulsory)

Company XYZ a digital marketing and customer service global outsourcer, struggled to keep up with the swift pace of change. Given the low awareness of the value of embracing organizational change, the company needed to get started with change management with little initial funding. After seeing the first strong results, XYZ heavily invested in change management, introducing training and application in every region. They designed a multi-year IT roadmap for deploying change management. They further incorporated change management into training for managers and the leadership development program. The managers applied change management principles to the call center processes. Due to a substantial change management strategy, XYZ improved sales efficiency and increased profitability in many projects.

Required:

- a) Discuss Five strategies could have been used by XYZ company to create the urgency for change in the face of the swift pace of change in the global market. (5 marks)
- b) Assess five benefits of communicating the buy in through training to all stakeholders in every region of operation of the XYZ company (5 marks)

SECTION B: Answer One Question from this section.

Question Two

- a) Change is the constant in the current global business space. Citing relevant examples, explain four external forces of change facing organizations in the digital era. (5 marks)
- b) Assess the dangers of hand picking the guiding team for change from populists rather than competent employees as advocated by Kotter's model of change management (5 marks)

Question Three

- a) An organizations' vision statement points to its desired future. Assess the benefits of getting the vision for change right across the organization (5 marks)
- b) Discuss the application of Kurt Lewin's three step model of change in empowering stakeholders for action during change implementation (5 marks)

Question Four

- a) Well planned and executed organizational change may eventually fail to bear fruit. Critically examine the application of the ADKAR model to attain sustainable organizational change. (5 marks)
- b) Discuss five reactions to change according to the Kubler- Ross change curve giving relevant examples in organizations today (5 marks)

THE END