



**PAN AFRICA CHRISTIAN UNIVERSITY**

**END OF TRIMESTER EXAMINATION**

**DEPARTMENT: BUSINESS**

**COURSE CODE: BUS3233**

**COURSE TITLE: ORGANIZATIONAL CHANGE &  
DEVELOPMENT**

**ONLINE**

**EXAM DATE:**

**TIME: 2HRS**

**INSTRUCTIONS**

- Read all questions carefully before attempting.
- Write your **student number** on the answer booklet provided.

Answer FOUR questions **ONLY**, **Question one is compulsory**

**SECTION ONE: COMPULSORY (30 MARKS)**

**QUESTION ONE**

A mid-sized manufacturing company, Alpha Industries, has experienced declining productivity, low employee morale, and increased competition in its external environment. The management has decided to implement organizational change to improve performance. However, resistance from employees, poor communication, and lack of clear strategy have hindered the change process.

**Required;**

- a) Explain the concept of organizational change and development and its relevance to Alpha Industries. (6 marks)
- b) Analyse the internal and external environment of Alpha Industries using appropriate frameworks. (8 marks)
- c) Discuss how management can effectively manage resistance to change in this

organization. (8 marks)

d) Recommend suitable change interventions that Alpha Industries can adopt to improve performance. (8 marks)

**SECTION TWO: ANSWER ANY THREE QUESTIONS (30 MARKS)**

**QUESTION TWO**

a) Discuss two key drivers of organizational change in modern organizations. (4 marks)

b) Explain any three roles of leadership in managing successful organizational change. (6 marks)

**QUESTION THREE**

a) Describe any two methods used in diagnosing organizational problems. (4 marks)

b) Explain three importance of organizational culture in change and development. (6 marks)

**QUESTION FOUR**

a) Explain Lewin's Three-Step Model of change. (6 marks)

b) Discuss two advantages of this model in modern organizations. (4 marks)

**QUESTION FIVE**

a) Distinguish between transformational and transactional change. (2 marks)

b) Discuss any four contemporary issues affecting organizational change and development. (8 marks)