



PAN AFRICA CHRISTIAN UNIVERSITY

END OF TRIMESTER EXAMINATION

DEPARTMENT: BUSINESS

COURSE CODE: BUS3233

**COURSE TITLE: ORGANIZATIONAL CHANGE &
DEVELOPMENT**

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

Case Study

Alpha Manufacturing Ltd is a medium-sized manufacturing firm that has operated successfully for over 20 years using traditional production methods. Recently, the organization has experienced declining sales, high employee turnover, increased competition from technologically advanced firms, and pressure from regulatory bodies to adopt environmentally sustainable practices.

Management has proposed introducing digital production systems, restructuring departments, and implementing a performance-based reward system. However, employees are resistant to the proposed changes, citing fear of job loss, lack of skills, and poor communication from management.

Required:

- a) Explain three reasons why change has become inevitable for Alpha Manufacturing Ltd.

(6 marks)

- b) Analyse any four organizational environment factors both internal and external driving change in Alpha Manufacturing Ltd. *(8 marks)*
- c) Discuss four strategies that management can effectively adopt to reduce employee resistance to change . *(8 marks)*
- d) Recommend and discuss two appropriate change interventions that Alpha Manufacturing Ltd can adopt to ensure successful transformation. *(8 marks)*

SECTION TWO: ANSWER ANY THREE QUESTIONS (30 MARKS)

Question Two

- a) Identify and discuss three importance of Organizational Development to modern organizations. *(4 marks)*
- b) Define Organizational Development (OD) and explain any five key characteristics. *(6 marks)*

Question Three

- a) Explain four sources of resistance to change in organizations. *(4 marks)*
- b) Explain the Lewin's Three-Step Model of Change. *(6marks)*

Question Four

- a) Discuss any two roles of a change agent in managing organizational change. *(4 marks)*
- b) Distinguish between planned change and emergent change. *(6 marks)*

Question Five

- a) Explain the concept of organizational diagnosis in change management. *(2 marks)*
- b) Describe four techniques used in diagnosing organizational problems. *(8 marks)*