



Investing in Africa's Future

COLLEGE OF BUSINESS AND MANAGEMENT SCIENCES

NPMM: 319 ORGANISATIONAL DEVELOPMENT AND CHANGE MANAGEMENT

END OF SEMESTER EXAMINATION

APRIL 2026

LECTURER: MRS. EUNICE BERE

INSTRUCTIONS

Answer **four** questions

Section A is compulsory.

Choose any **three** questions in **Section B**

Write legibly.

Credit is given to application of theory and practice

Plagiarism attracts a penalty

Section A compulsory

1. Answer the following questions
 - a. Explain the link between organisational development and change management. **[5marks]**
 - b. Discuss any **three** fundamental principles guiding organisational development. **[15 marks]**
 - c. Illustrate with examples how leadership styles affect the development of an organisation. **[20 marks]**

Section B: Answer any 3 questions

2. Discuss Kurt Lewin's three-step model of change. How relevant is this model in today's dynamic organisational environment. **[20marks]**
3. Evaluate the role of organisational culture in shaping the success or failure of Organisational development and change management interventions. **[20 marks]**
4. Evaluate the importance of communication and employee involvement in successful change management. Use examples to support your arguments. **[20 marks]**
5. With reference to a specific case study. Analyse how organisational development and change management strategies were applied. **[20marks]**
6. Analyse any **four** causes of resistance to organisational development initiatives. Suggest strategies leaders can use to overcome such resistance. **[20marks]**

END OF EXAMINATION