

**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**  
**FACULTY OF MANAGEMENT SCIENCES**  
**DEPARTMENT OF MANAGEMENT**

<b>QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT HONOURS</b>	
<b>QUALIFICATION CODE: 08HRMH</b>	<b>LEVEL: 8</b>
<b>COURSE CODE: ADC812S</b>	<b>COURSE NAME: ADVANCED ORGANISATIONAL DEVELOPMENT AND CHANGE</b>
<b>SESSION: NOVEMBER 2019</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY EXAMINATION PAPER</b>	
<b>EXAMINER(S)</b>	<b>Dr Andrew Jeremia</b> <b>Ms. Enzy Kaura</b>
<b>MODERATOR:</b>	<b>Dr Simeon Amunkete</b>

<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li>1. The paper consists of Section A and B. Answer ALL the questions.</li><li>2. Write clearly and neatly.</li><li>3. Number the answers clearly.</li></ol>

**PERMISSIBLE MATERIALS**

1. Examination paper.
2. Examination script.

**THIS QUESTION PAPER CONSISTS OF 4 PAGES** (Including this front page)

Please read through the case study below and answer the questions that follow.

**Case Study: Payroll merging process**

You are an OD consultant for an IT company that appoints 4000 employees. The Human Resource Management Department consist of four different units: Employee Relations, Reward and Remuneration, Training and Development and Transformation. Each of these divisions is managed by men on executive level. The top executive team of the organisation recently decided to merge the payroll division with the Human Resource Department without consulting the relevant managers. They feel that since payroll deal with salaries, they should also be part of Human Resource Management. The manager of payroll is a female and employed on senior management level. When the merger comes into effect, she will function on the same level as the rest of the managers in the HRM department.

The four HRM Managers are very upset when they hear about the merger. First, they feel that their departments are performing the higher level and strategic functions in the organisation as opposed to the administrative and operational functions of the payroll department. Second, they feel that the Payroll Manager is not on the same level than they are in terms of experience and competence. Also, the scope and responsibility of the payroll Manager's job does not justify her to be on the same job level as they are. The merger will also imply a move of offices and a restructuring of work roles which can take months to sort out. They refuse to accept the merger and to work on the same level as the Payroll Manager. The Payroll Manager in the meantime heard rumours of the HRM managers' perceptions of her and the payroll department. She is angry and believes that they are only managers because they are men. Furthermore they do not have an idea of all the work that she and her department is performing in the organisation. The manager also refuses to accept the merge and to cooperate with the other managers. This is problematic as the other HRM departments need information from the payroll department to execute their tasks.

The Group Executive requested a meeting with you to discuss the above problem. He is concerned about the conflict situation as it has important implications for the overall effectiveness of the organisation.

**Question 1**

- 1.1 Identify the main problems in this case. (4)
- 1.2 Identify and discuss the group interventions that you will use to solve the issues between the HRM and Payroll Department? (3x4=12)
- 1.3 Present the benefits of merging the departments, to management. (6)
- 1.4 Explain the steps that you will follow in merging Payroll with the Human Resources Department. (10)
- 1.5 The executive management is of the opinion that they were not informed and involved in the decision taken. Identify and explain the key elements that promote employee involvement. (8)

**SECTION B**

**[60]**

**Question 2**

- 2.1 Goalsetting is an important part of performance management. As the OD consultant the Chief Executive asked you to assist the Human Resources Department to look at how performance goals are set to ensure that there is better performance output.
  - a) Discuss, briefly the characteristics of goal setting, which affect positive outcomes. (2x6=12)
  - b) Explain how you would apply goal-setting as part of performance management. (8)
- 2.2 In High-Involvement Organisations (HIO's), the features are designed jointly by management and workers to promote high levels of involvement and performance. Discuss HIO's. (15)
- 2.3 Organisations are made up of various departments and sub-units that work together to achieve organisation effectiveness and success. Rapid changes in

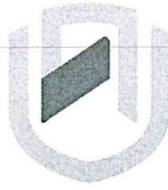
the business world are forcing organisations to restructure these departments and sub-units in order to become more flexible in adapting to these changes. There are different types of structural designs that organisations can adopt for specific environmental situations. With that in mind, differentiate between a matrix and network structures. (5x2=10)

- 2.4 Several OD interventions have evolved over time and are available to managers. Amongst them, there are interventions aimed at making individuals and groups more effective, such as the basic process interventions. With that in mind, practically discuss the Johari Window as a useful model for improving communication and relationships. (15)

*End of examination paper*

**Total: 100 Marks**





**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY  
FACULTY OF MANAGEMENT SCIENCES**

**DEPARTMENT OF MANAGEMENT**

<b>QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT HONOURS</b>	
<b>QUALIFICATION CODE: 08HRMH</b>	<b>LEVEL: 8</b>
<b>COURSE CODE: ADC812S</b>	<b>COURSE NAME: ADVANCED ORGANISATIONAL DEVELOPMENT AND CHANGE</b>
<b>SESSION: JANUARY 2020</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>SECOND OPPORTUNITY EXAMINATION PAPER</b>	
<b>EXAMINER(S)</b>	Dr Andrew Jeremia  Ms. Enzy Kaura
<b>MODERATOR:</b>	Dr Simeon Amunkete

<b>INSTRUCTIONS</b>
1. The paper consists of Section A and B. Answer ALL the questions. 2. Write clearly and neatly. 3. Number the answers clearly.

**PERMISSIBLE MATERIALS**

1. Examination paper.
2. Examination script.

**THIS QUESTION PAPER CONSISTS OF 5 PAGES** (Including this front page)

Please read through the media release below and answer the questions that follow.

**Case scenario: Media Update on Austerity measures of the Namibian Broadcasting Corporation (NBC)**

**1. FINANCIAL STATE OF THE NBC**

This media update serves to inform all the stakeholders that the funding situation at the NBC has now reached a critical stage where liabilities continuously rise and efforts to contain same are not sustainable. This makes it difficult for the NBC to honour most of its commitments to creditors and carry out its mandate as per its founding act.

**2. PROPOSED AUSTERITY MEASURES**

In view of the unsustainable operational expenses and as previously indicated, the Board of Directors resolved to implement the following measures as from 10<sup>th</sup> September 2019 to contain costs, given that there is no firm commitment from the Shareholder to a long-term solution to the financial situation at the NBC.

- i. The broadcast hours on NBC1 will be reduced to 07h00 – 21h00 daily and the frequency of English Television News Bulletins to only run once per day, i.e at 20h00 only. All indigenous News bulletins to be taken off air (not to be produced at all).
- ii. The live broadcast of Parliamentary proceedings (National Assembly and National Council sessions) on NBC2 will be discontinued and will only be broadcast delayed and in condensed edition the next day in addition to the news stories.
- iii. NBC3 (the Move Channel), NBC4 (Educational Channel), NBC6 which is NBC's KWESE Sport Channel and NBC5 (the Music Channel) will be abolished.
- iv. All Radio Stations will commence broadcast from 07h00 to 21h00 daily.
- v. Staff travel from duty stations to assignments will be limited and all foreign travels unless paid for in full for man hours and all related cost by the initiating entity will be suspended.
- vi. Work and productions linked to overtime etc. will be managed per day as they happen. The aim is to contain cost.
- vii. Payment of fees to Directors already discontinued.
- viii. No live broadcasts will take place, unless paid for in full for man hours and all related cost by the initiating entity.
- ix. The current situation also risks limitations in the coverage of the upcoming Presidential and National Assembly Elections, unless this production is fully financial supported.

- x. The total staff complement will be reduced from 569 as at 1 September 2019 to 413. This reduction will require an intensive staff reduction exercise by the end of this financial year, meaning that 156 NBC staff members (permanent and short-term contracts) risk losing their jobs. The engagement process with NAPWU and the Office of the Labour Commissioner will commence effective from 10<sup>th</sup> September from a process perspective.
- xi. Current employment agreements of the remaining staff complement may be renegotiated with the aim to reduce cost linked to current and future employment benefits structure (leave, medical aid, retirement, insurance, etc.)

### **3. FIDUCIARY DUTIES OF THE BOARD OF DIRECTORS**

Certainly, the above proposed measures are not taken lightly and their impact on many stakeholders i.e. staff and the public, cannot be overemphasized. However, as Directors we must at all time act in the best interest of the NBC, owing the corporation the duty to act with care, skill and diligence. At present, we are unable to vouch that the NBC is able to meet all its liabilities and can continue as a viable business

This situation has led to the statutory obligations not being able to be complied with, a situation which risks the Directors; exposed to criminal, civil and governance liabilities for failing to ensure that the NBC has the required funds to carry out its operations; despite the fact that this factor is mainly outside the control of the Directors but determined by the Shareholder. In fact, the Namibia Financial Institutions Supervisory Authority (NAMFISA) has been planning to refer the NBC to the Prosecutor General to consider prosecution for violation of the Pension Funds Act (Act No. 24 of 1956). Our question is, where does this leave the Shareholder who in the main is responsible for the funding part of the NBC given its nature of operations. Note must be taken that despite all these challenges, the NBC has been generating revenue which for the past three years is hovering above N\$100 million per annum.

If the funding level cannot be improved to ensure that it is commensurate with planned spending, it would be prudent to consider the liquidation of the NBC in terms of Section 29 of the Namibian broadcasting Act (Act No. 9 of 1991).

Yours Sincerely,

**SVEN THEME**

**CHAIRPERSON BOARD OF DIRECTORS – ON BEHALF OF BOARD OF DIRECTORS.**



**QUESTION 1**

[47]

- 
- 1.1. Identify the main problem of the broadcasting station. (2)
  - 1.2. What would you conclude as the causes of the problem? (5)
  - 1.3. The NBC proposed the austerity measures mentioned in the letter. Do you consider that as a Developmental or Transformational change? Provide reasons for your answer. (5)
  - 1.4. Point x indicates that the station will reduce the number of staff from 569 to 413, and point xi mentions the renegotiation of employment contracts. Explain the implications of such a moves on its staff before the process kicks off. (10)
  - 1.5. What should NBC management do to ensure that employees support the proposed changes? (10)
  - 1.6. Present the downsizing stages to the NBC Board, in short. (5x3=15)

**SECTION B**

[53]

**Question 2**

- 2.1 According to the motivational approach, organisational effectiveness is the result of employee needs and satisfaction. This approach seeks to improve employee performance and satisfaction by enriching jobs. With the above in mind, discuss the core dimensions of jobs with relevant examples. (5x3=15)
- 2.2 Explain the process of conducting performance appraisals (13)
- 2.3 Talent Management is a concept that is increasingly on the mind of organisations and OD practitioners as it becomes more difficult to attract, develop and retain highly skilled and competent employees. Though it seems that talent management practices are not a strategic or operational priority in many organisations recognising the existing situation. Talent management is a construct that involves the application of effective talent management practices to meet current and future business needs. With that information in mind, describe the management and leadership development interventions that are used to increase talent development and employee retention. (15)



2.4 Diversity as any mixture of items that are characterised by similarities between individuals and groups. There are five types of diversity that can influence the processes and outcomes in the organisation. Mention them with examples.

(10)

*End of examination paper*

---

**Total: 100 Marks**