



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF MANAGEMENT SCIENCES

DEPARTMENT OF MANAGEMENT

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT (HONOURS)	
QUALIFICATION CODE: 08BHRM-H	LEVEL: 8
COURSE CODE: ADC812S	COURSE NAME: ADVANCED ORGANISATIONAL DEVELOPMENT AND CHANGE
SESSION: JANUARY 2019	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
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INSTRUCTIONS
<ol style="list-style-type: none">1. Answer ALL the questions.2. Write clearly and neatly.3. Number the answers clearly.

PERMISSIBLE MATERIALS

NONE

THIS QUESTION PAPER CONSISTS OF 3 PAGES (Including this front page)

QUESTION 1

- 1.1 According to Cummings & Worley (2015) the national culture is one of the contingencies related to the change situation and there are key values that describe national cultures and also influence organisational customs. Compare and analyse these key values. (15)
- 1.2 “Interpersonal conflict often occurs in iterative and cyclical stages known as episodes”. Having examined this statement, discuss how you would apply the strategies of Episodic Model of Conflict to resolve a conflict situation as well as how you would facilitate the use of episodic model in resolving the underlying causes of conflict. (15)

[30]

QUESTION 2

- 2.1 Distinguish between Employee Involvement, Engagement and Engaged Employee (12)
- 2.2 Analyse the four (4) key elements in terms of which Employee Involvement (EI) could be describe. (8)
- 2.3 Conducting a large group intervention generally involves preparing for the meeting, conducting it, and following up on the outcomes. Having examined the statement above, provide a brief summary on how you would prepare for the large group meeting and critically discuss various strategies for dealing with some key dilemmas in conducting large group interventions (15)

[35]

QUESTION 3

- 3.1 Motivational approach to work design views the effectiveness of organizational activities primarily as a function of employee needs and satisfaction, and it seeks to improve employee performance and satisfaction by enriching jobs. Having examined this statement, critically analyse how the core dimensions of jobs could increase productivity and satisfaction of employees as well as the impact of individual differences on employee satisfaction and productivity. (15)
- 3.2 Analyse Socio-Technical Systems (STS) approach in terms of meaning and its premises (10)
- 3.3 Distinguish between Incremental Model of change, Punctuated Equilibrium Model of organisational transformation and Continuous Transformation Model of change as models of change management. (10)

[35]
