



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF MANAGEMENT SCIENCES
DEPARTMENT OF MANAGEMENT**

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
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COURSE CODE ODC711S	COURSE NAME: ORGANISATIONAL DEVELOPMENT AND CHANGE
SESSION: JUNE 2019	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY QUESTION PAPER	
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MODERATOR:	Ms. F. Ipangelwa

INSTRUCTIONS
1. Write clearly and neatly. 2. All questions are compulsory

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

SECTION A

QUESTION 1 – CASE STUDY (18 MARKS)

CASE: THE FARM BANK

The Farm Bank is one of the country's oldest and most solid banking institutions, specialising in farm loans. The bank's president, Frank Swain, 62, has been with the bank for many years and is prominent in local circles. The bank is organised into six departments. A senior vice president heads each department. All six of them have been with the bank for years, and in general they reflect a stable and conservative outlook.

THE MANAGEMENT INFORMATION SYSTEM

Two years ago President Swain felt that the bank needed to modernise its operation. With the approval of the board of directors, he decided to design and install a comprehensive management information system (MIS). The primary goal was to improve internal operations by supplying necessary information on a more expedited basis, thereby decreasing the time necessary to service customers. The system was to be designed to provide economic operating data for top management planning and decision-making. To head this department, he selected Al Hassler, 58, a solid operations expert who had some knowledge and experience in the computer department.

After the system was designed and installed, Mr Hassler hired a young woman as his assistant. Valerie Wyatt was a young college graduate with a strong systems analysis background. She is the only woman at this level and considerably younger than any of the other managers.

In the time since the system was installed, the MIS has provided thousands of documents of operating information, including reports to all the vice presidents, all the branch managers, and the president. The reports provide weekly, monthly, and quarterly summaries and include cost of operations, projected labour costs, overhead costs, and projected earnings figures for each segment of the bank's operations.

THE MIS SURVEY

Mr. Swain was pleased with the system but noticed little improvement in management operations. In fact, most older vice presidents were making decisions and functioning pretty much as they did before the MIS was installed. Mr. Swain decided to have Ms. Wyatt conduct a survey of the users to try to evaluate the impact and benefits of the new system. Ms. Wyatt was glad to undertake the survey, because she had long felt the system was too elaborate for the bank's needs. She sent out questionnaires to all department heads, branch managers, and so on, inquiring into their uses of the system. As she began to assemble the survey data, a pattern began to emerge. In general, most of the managers were strongly in favour of the system but felt it should be modified. As Ms Wyatt analysed the responses, several trends and important points came out: (1) 93% reported that they did not regularly use the reports because the information was not in a useful form, (2) 76 percent reported that the printouts were hard to interpret. (3) 72 percent stated that they received more data than

needed, (4) 57 percent reported finding some errors and inaccuracies, and (5) 87 percent stated that they still kept manual records because they did not fully trust the MIS.

THE MEETING

Ms Wyatt finished her report, excitedly rushed into Mr. Hassler's office, and handed it to him. Hassler slowly scanned the report and then said, "You've done a good job here, Val. But now that we have the system operating, I do not think we should upset the apple cart, do you? Let us just keep this to ourselves for the time being and perhaps we can correct most of the problems. I am sure Frank would not want to hear this stuff. This system is his baby, so maybe we should not rock the boat with this report." Ms Wyatt returned to her office feeling uncomfortable. She wondered what to do.

Discuss the following:

- a) Explain the main problems in the case? (6)
- b) Discuss the causes of these problems? (6)
- c) Explain your main recommendations to Ms Wyatt? (6)

SECTION B STRUCTURED QUESTIONS (82 MARKS)

QUESTION 2

- 2.1 Discuss the five (5) stages of the organisational development model (10)
- 2.2 Managers can have four different approaches towards change based on the stability of the environment and its orientation towards adapting to change .Discuss these approaches in detail. (8)
- 2.3 Explain the various factors to be considered for any culture change effort to be effective (14)
- 2.4 OD Practitioners are responsible for initiating, stimulating and facilitating the change program. With this in mind, differentiate between the different practitioner styles . (10)
- 2.5 Diagnostic models play an important role in OD. These models can provide a conceptual framework to better understanding of organisational systems. Discuss the three types of diagnostic models (10)
- 2.6 Any change initiative comes with some sort of reaction from employees. Explain the life cycle of resistance to change (10)
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- 2.7 Discuss the various types of process interventions in detail (20)

THE END