ПАMIBIA UПIVERSITY
OF SCIEПCE AПD TECHПOLOGY

FACULTY OF HUMAN SCIENCES, COMMERCE AND EDUCATION
DEPARTMENT OF MANAGEMENT

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
QUALIFICATION CODE: 07BHRM	**LEVEL:** 7
COURSE CODE ODC711S	**COURSE NAME:** ORGANISATIONAL DEVELOPMENT AND CHANGE
SESSION: JUNE 2022	**PAPER:** THEORY
DURATION: 3 HOURS	**MARKS:** 100

FIRST OPPORTUNITY QUESTION PAPER	
EXAMINER(S)	Ms. E January-Enkali Mr. E .Kandjinga
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 (17 MARKS)

CASE: TGIF

It's 4:30 on a Friday afternoon and the weekly beer bust is in full swing at Quantum Software's Windhoek headquarters. The sun shines on the volleyball court and beyond; the patio sparkles over a dazzling view of the swimming pool. Every week most of the employees drop in to unwind and relax at the beer bust for an hour as a reward for extra effort. Quantum Software was founded three years ago by Stan Albright and Erin Barber based upon an idea they came up with in college for forming a business aimed at developing and selling computer software specifically oriented to the needs of independent oil businesses.

Few of these firms grow large enough to do their own data-processing systems. Quantum has grown to more than 200 employees and $95 million in sales over the past three years. One Friday afternoon, Bill Carter, the corporate attorney, dropped in to attend a business meeting. After the meeting, he was invited to mix in with employees at the weekly beer bust. "What a great place to work! "Several people told Bill. The spirit of Quantum continually amazed Bill. Stan and Erin knew how to keep things hopping and yet hold morale at an enthusiastic level.

To counter the frantic work pace of 16-hour days and six-day weeks, Quantum had a beer bust every Friday afternoon. Everyone was invited, from Stan and Erin to the part-time janitor who worked nights. No ties, no suit coats, first names only: this was a great way to encourage the team concept. Lately though, Bill Carter had been having second thoughts about serving alcohol at a company-sponsored party. He made up his mind to speak to CEO Stan Albright about it and started toward the pool where Stan and Erin were holding a lively discussion with three employees. Just then, John Hooker,a new programmer in software development, lost his balance and fell on the snack table, sending finger sandwiches flying in all directions and getting a round of applause. "All right, John!" several people called out. More determined than ever, Bill approached Stan and Erin and said, "Don't you think this party thing is getting a little out of hand? It used to be a lot of fun, but now maybe we're growing too fast. We're getting more people like John there, who just seem to overdo it."

"Take it easy, Bill," said Stan. "The atmosphere around here would get stale real fast if we couldn't blow off a little steam now and then." "Come on,Bill,"Erin added, "lighten up. We need this time to relax and for everyone to socialize over a beer without the pressure of work." "You should know, Bill, how much these parties mean to our success. I really feel that one of the keys to our continued growth has been the family feeling among our employees. On Fridays at our TGIF get-togethers,we all get to know one another as equals. That gives me the right to kick butts when I have to because they know I like them and want them to succeed. That's the real value of these parties." "Okay, Stan, so you tell me," asked Bill, "what's the value in having someone like John who has had too many beers driving home and possibly causing a serious accident? Do you realize that Quantum could be held liable in such an instance?" "Bill," responded Erin, "you know I'm the one who first thought up the idea of having a Friday bash and I still think it's a great idea. I agree with Stan that

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this company is a success thanks to our employees and the esprit de corps that we've developed. If we drop the

TGIFs as a time to unwind, what can we replace it with? I can see the point you're trying to raise. I agree that something bad could come out of this, but if we can't take a few risks, we may as well close the doors. These parties are great for recruitment, and they define our corporate culture. I feel it would be a big mistake to drop the parties." "I think you two are missing the point, "answered Bill. "Of course, I realize how important it is to keep our team spirit. What I'm trying to say is, isn't there a way to keep that spirit and put some limit to our liability exposure at the same time?"

QUESTIONS

1. Does Quantum have a problem or not? (4)
2. How would you respond to Bill? (4)
3. Examine the pros and cons of the suggestions from Bill, Stan, and Erin. (5)
4. What do you think Quantum should do? (4)

SECTION B STRUCTURED QUESTIONS (83 MARKS)

QUESTION 2

2.1 The pace of global, economic and technological development makes change an inevitable part of organisational life. With this in mind, discuss the following:

a) What is the implication of organisational renewal for today's organisations (5)

b) Contrast the difference between a stable and a turbulent environment (2)

c) Managers can have different approaches towards change based on the **stability of the environment** and its **orientation towards adapting** to change. Compare and contrast these approaches. (9)

2.2 Explain the key factors that organisations need to consider in effectively implementing corporate culture change programs. (6)

2.3 Compare and contrast the different OD practitioner styles and which, in your opinion, is the most effective OD practitioner style? (13)

2.4 Explain the diagnostic process by means of a diagram depicting the flow of the process.(13)

2.5 Discuss the force -field analysis model by means of a example. You may use a personal change that you want to achieve or an organisational change. (10)

2.6 Discuss the aspect of OD intervention strategies under the following:

a) Describe what is meant by intervention approaches to change (5)
b) Explain how stream analysis can be used in an OD programme. (5)

2.7 For any MBO process to succeed it is important that top management is committed to and involved in the process. Explain the five MBO steps as well as the criticisms of it (15)

THE END