



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF HUMAN SCIENCES, COMMERCE AND EDUCATION
DEPARTMENT OF MANAGEMENT**

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

SUPPLEMENTARY / SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Ms. E January-Enkali Mr Elias Kandjinga
MODERATOR:	Ms F. Ipangelwa

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

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

SECTION 1

Question 1

(63 marks)

Read the case below and answer all the following questions

When Kavetu took over as Director of Executive Training in an international development company her first challenge was with the Executive Education Team. The team had never been led and had managed to survive by working on their own and doing what they wanted to do. The portfolio of programmes had not been changed for over 10 years, and Kavetu felt the quality of teaching was patchy, and it had not been monitored or properly evaluated. There was little innovation in the programmes, and it was clear from the declining numbers of applicants that there was an urgent need for change.

The new Director began by consulting key stakeholders, including the members of the Executive Education Team, clients, and the Senior Management Team, about the current situation and the desired future of the programmes. The Director developed a strategy for the programmes, along with a strategy for making the vision real. The strategy was then drafted and circulated to key stakeholders, including the Executive Education Team, for comment. The strategy was presented to the Senior Management Team, who were very supportive of the recommendations.

The Director ensured that the Executive Education Team was consulted and kept informed of all proposed changes, and their ideas were encouraged. Every attempt was made to engender trust and cooperation with transparent and frequent communication through regular team meetings, one-to-one meetings, and feedback from senior management meetings. However, as the time approached to implement the strategy, the barriers to change began to emerge. The recommendations in the strategy had included changes to the structure of the Executive Education Team, the portfolio of programmes offered, and marketing of the programmes. When a meeting was held with the Executive Education Team to scope out a potential structure, the Programme Manager erupted in floods of tears. The meeting was a disaster, as she refused to discuss the structure. Without changes to the structure, the strategy would be hard to implement. The Programme Manager was to prove to be a vehement opposer of change. She sat in meetings about proposed changes and conscientiously wrote down everything that was said by the Director, agreed with it all, and then did nothing to implement any changes which she had agreed to. At the very first team meeting she had burst into tears and said that she could not move forward until all the issues in the team were dealt with. It was to be the first of many 'tear-induced' meetings whenever change was mentioned. Kavetu suspected the Programme Manager was distorting the messages around the change and had managed to convince those around her that the change was destructive and would not work.

1. Define organisational development in your own understanding? (3)
2. Analyse and apply the evident stages-model of the total organisation development process to the above case. Be hypothetical in your discussion, you are not limited to the case study narrative. (16)
3. Seeing that there was resistance from employees including managers, if you were Kavetu discuss the mechanisms you will use to convince these employees to accept the planned change. Link your discussion to the case study (12)

4. Based on the driving forces toward acceptance of a change program that you have learned, discuss how Kavetu (the Director) seemingly used these forces to drive the change program. **(12)**

5. "The Programme Manager sat in meetings about proposed changes and conscientiously wrote down everything that was said by the Director, agreed with it all, and then did nothing to implement any changes which she had agreed to. At the very first team meeting she had burst into tears and said that she could not move forward until all the issues in the team were dealt with". In your view, what does this suggests? **(20)**

Question 2

(37 marks)

Read the case below and answer all the following questions

'AirNam prays for profit'

STAFF of beleaguered Air Namibia yesterday gathered to pray for divine intervention with the struggling parastatal's financial affairs. This was confirmed by the airline's spokesperson, Paul Nakawa, who was one of the two masters of ceremony at the prayer gathering at their head office. Nakawa said staff held prayer sessions once in a while, depending on the issues that afflicted the state-owned enterprise.

"During these trying times, it is our belief and conviction that God, whose power surpasses all human understanding, will intervene divinely! Where there is despair, he will give hope, and where there are uncertainties, he will give courage and wisdom. The prayer session for today was well attended, and we prayed for the continuance and prosperity of Air Namibia and Namibia at large," Nakawa said. On Sunday, acting managing director Mandi Samson wrote to staff, reminding them of the voluntary prayer session scheduled for yesterday between 12h45 and 13h15. In the email, Samson said the company faced various challenges, and that staff should join in the session to pray that the company overcomes the challenges.

"We are all aware of the challenges facing the national carrier of the Republic of Namibia, and it will indeed be appreciated if we can join in prayer, and through our common faith, believe that Air Namibia, which has existed in various forms for very many years, will continue its operations, will overcome its obstacles, and will be of pride to our country," she said. Samson, who has been acting MD for over two years now, said all available employees not engaged in operational activities were invited to the prayer session which was held in the company's training room. Air Namibia is one of the SOEs heavily dependent on government bailouts to continue operating, receiving over N\$6 billion since 2000. According to the 2017/18 national budget, Air Namibia will continue to be a burden on state finances as it has been allocated N\$486 million for 2017/18, N\$494 million for 2018/19, and N\$498 million for 2019/20.

The Namibian Broadcasting Corporation and other local media houses recently reported that President Hage Geingob had instructed the loss-making parastatal to account for its funds and to ensure that it becomes profitable soon or risk closure. Air Namibia, which has been incurring losses of roughly N\$250 million per year, promised to account to the public by releasing a consolidated report of its finances and operations for the last 10 years by the end of last year but had failed to do so. Its last annual report was for the 2003/4 financial year.

In a bid to make a case for its continued existence, the airline last May released a report by Oxford economist Ian Mulheirn which focused on the economic impact of the parastatal and projected that its direct economic impact would amount to N\$1,7 billion by 2022.

The Namibian (2018)

2.1. "During these trying times, it is our belief and conviction that God, whose power surpasses all human understanding, will intervene divinely! Where there is despair, he will give hope, and where there are uncertainties, he will give courage and wisdom. The prayer session for today was

well attended, and we prayed for the continuance and prosperity of Air Namibia and Namibia at large,” Nakawa said. On Sunday, acting managing director Mandi Samson wrote to staff, reminding them of the voluntary prayer session scheduled for yesterday between 12h45 and 13h15. In the email, Samson said the company faced various challenges, and that staff should join in the session to pray that the company overcomes the challenges”.

As a trained OD graduate, describe what you would have recommended as an alternative to praying in boardrooms or workplaces. (6)

2.2. Assume you are an internal OD specialist part of the Air Namibia organisational structure, one of your many key suggestions to Mandi Samson, the acting director is to hire an external OD practitioner. Discuss your reasons why Air Namibia should seemingly waste money they literally don't have to pay someone else to do your job. (15)

2.3. In a short summary, how did the Organisational Development and Change course shape your understanding of organisational survival or sustainability, competitiveness and people oriented? Do you foresee applying what you have learned hereto /thus far, how? (16)

Total: 100 marks

