



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

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

<b>QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT</b>	
<b>QUALIFICATION CODE: 07BHRM</b>	<b>LEVEL: 7</b>
<b>COURSE CODE ODC711S</b>	<b>COURSE NAME: ORGANISATIONAL DEVELOPMENT AND CHANGE</b>
<b>SESSION: JUNE 2024</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY EXAMINATION QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	Ms. E January-Enkali
<b>MODERATOR:</b>	Ms F. Ipangelwa

<b>INSTRUCTIONS</b>
1. Write clearly and neatly. 2. All questions are compulsory

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

## **SECTION 1**

### **QUESTION 1 – CASE STUDY (15 MARKS)**

#### **CASE- THE OLD FAMILY BANK**

The Old Family Bank is a large bank in Cape Town's Northern Suburbs. As part of a comprehensive internal management study, Mr Henry Day, vice president of management information systems, examined the turnover, absenteeism and productivity figures of all of the bank's work groups. The results Mr Day obtained offered no real surprise except in the case of check- sorting and computer services department.

#### **THE STUDY**

The study revealed that, in general, the departments displaying high turnover and absenteeism rates had low production figures and those with low turnover and absenteeism were highly productive. When the check – sorting and computer services figures were analysed, Day discovered that the two departments were tied for the lead for the lowest turnover and absenteeism figures. What was surprising was that the check -sorting department ranked first as the most productive unit, whereas the computer service department ranked last. The inconsistency was further complicated by the fact that the working conditions for the check- sorting employees were very undesirable. They worked in a large room that was hot in summer and cold in winter. They worked alone and operated high- speed, check sorting machines requiring a high degree of accuracy and concentration. There was little chance for interaction because they took rotating coffee breaks.

The computer services room was air-conditioned, with a stable temperature year around, it had perfect lighting and was quiet and comfortable. Both groups were known to be highly cohesive, and the workers in each department functioned well with one another. This observation was reinforced by the study's finding of the low levels of turnover and absenteeism.

#### **THE INTERVIEW DATA**

In order to understand this phenomenon, Day decided to interview the members of both departments in order to gain some insight into the dynamics of each group's behaviour. Day discovered that the check-sorting department displayed a great deal of loyalty to the company. Most of the group members were unskilled or semi-skilled workers; although they had no organised union, they all felt that the bank had made special efforts to keep their wages benefits in line with unionised operations. They knew that their work required team effort and were committed to high performance. A quite different situation existed in the computer services department. Although the workers liked their fellow employees, there was a uniform feeling among the this highly skilled group that management put more emphasis

on production than on support units. They felt that the operating departments had received better pay raises and that the wage gap did not reflect the skills differences between employees. As a result, a large percentage of the group's members displayed little loyalty to the bank, even though they were very close to one another.

Discuss the following:

- a) What are the main problems in the case? (5)
  
- b) What are the causes of these problems? (5)
  
- c) What can you recommend to Mr Day? (5)

## SECTION 2 - STRUCTURED QUESTIONS ( 85 MARKS)

- 2.1 You are the CEO of an import/ export company in Walvis Bay Namibia. Due to the current turbulent business climate in the country, there is a need to revamp the current business model and embark on a large-scale change programme. Consequently, you need to hire an OD specialist to facilitate the change process and you must choose between an internal or external specialist. Discuss and motivate your choice in detail (12)
- 2.2 Discuss in detail the Force – Field analysis model as a diagnostic model (7)
- 2.3 It is important that the diagnosis of client system problems is accurate as it gives input to the type of change interventions that will be used to solve these problems. Inappropriate interventions are costly and can result in the failure of change efforts. Discuss the warning signs that OD practitioners should be aware of. (12)
- 2.4 Identify five restraining factors that can block the implementation of change. (10)
- 2.5 OD programs will be more successful if resistance to change can be minimised. Resistance to change can be predicted but cannot be repressed over the long term. Discuss any six (6) ways in dealing with resistance to change and motivate employees to accept proposed changes. (12)
- 2.6 Discuss the stream analysis as a change strategy and the benefits that can be derived from it. (8)
- 2.7 OD Practitioners can use Structural, Technological and Behavioural strategies to implement change programs. Discuss these strategies and incorporate relevant examples for each. (6)
- 2.8 Discuss in detail the different steps in the MBO process (10)
- 2.9 Explain the four **process strategies** for change. (8)

Good luck!!!!