



FACULTY OF COMMERCE,
EDUCATION

NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

HUMAN SCIENCES AND

DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

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DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY QUESTION PAPER	
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INSTRUCTIONS	
<ol style="list-style-type: none">1. Answer all questions2. Read the case study before attempting the questions3. Write clearly and neatly.4. Number your answers.	

THIS QUESTION PAPER CONSISTS OF 10 PAGES (Including the cover front page)

SECTION A

(30 marks)

QUESTION 1 - Multiple-choice questions

(10 marks)

Choose the correct answer from the four choices provided per question.

1.1 Which of the following is not part of the psychological contract under Employee obligation? (1 mark)

- a) Loyalty
- b) Ethics
- c) Innovation
- d) Flexibility

1.2 Which of the following is not one of the three basic organisational dimensions that affect performance? (1 mark)

- a) Motivational climate
- b) Managerial reporting
- c) Managerial Efficiency
- d) Managerial effectiveness

1.3 Identify the option that represents an advantage of an external OD practitioner. (1 mark)

- a) Ability to provide a different viewpoint
- b) Reluctance to challenge existing power structures
- c) Greater dependence on the organization for benefits
- d) Limited freedom of operation in large-scale change programs

1.4 Identify a statement that better describes the Humanistic Orientation. (1 mark)

- a) OD aims at finding ways to improve the quality of the organisation.
- b) OD considers the divisions in the organisation.
- c) OD focuses on empowering employees in the organisation
- d) OD plant strategies to bring change in the organisation.

1.5 Identify the option that represents a disadvantage of an internal OD practitioner (1 mark)

- a) Lack of specialized skills
- b) Lack of operational experience within the company
- c) Lack of familiarity with the organization's culture and systems
- d) Lack of external viewpoints due to limited organizational knowledge

1.6 Identify the option that is not considered a key factor in successful culture change (1 mark)

- a) Lead with a vision
- b) Observe culture change in employees
- c) Understand old culture
- d) Encourage change in employees

1.7 Select the option that accurately describes a tool for change related to information: (1 mark)

- a) Limiting information flow to top management only Division of labour centres on individual expertise
- b) Encouraging employees to go outside their department to gather information
- c) Prohibiting cross-department communication Division of labour is on differentiation on the same levels of the hierarchy
- d) Keeping financial information confidential from new employees

1.8 Which of the following does not identify with corporate culture? (1 mark)

- a) An organization can have multiple subcultures that may conflict.
- b) Management style and corporate culture are central factors to the success of the organization
- c) It sets the tone for the whole organization and influences communication but has no impact on decision-making or leadership patterns.
- d) No basic culture works best for all organizations.

1.9 Which of the following is not part of the approaches used by the socio-technical system?

(1 mark)

- a) Reward team performance.
- b) Let customers drive performance.
- c) Reward team performance.
- d) Reward organizational performance.

1.10 Which of the following is not part of the characteristics of corporate culture? (1 mark)

- a) Risk Tolerance
- b) Member Identity
- c) Team Emphasis
- d) Team Player

QUESTION 2 – True or False questions

(10 marks)

Indicate whether the following statements are true or false.

2.1 Organisations with a strong culture would be more resistant to change programmes if the impact on the culture is large. (1 mark)

2.2 The OD function excludes traditional training and development functions, where practitioners may be responsible for individual interventions such as coaching, leadership development, and mentoring. (1 mark)

2.3 Clients are always fully committed to change programs and never participate just to impress top management. (1 mark)

2.4 OD practitioners do not necessarily need knowledge of strategy, structure, reward systems, corporate culture, leadership, HR management, and business, in addition to being change agents and process facilitators. (1 mark)

- 2.5 Corporate culture must achieve goals as well as satisfy the needs of members for the organization to be effective. (1 mark)
- 2.6 Risk tolerance in corporate culture refers to the degree to which employees are encouraged to be aggressive, innovative, and risk-taking. (1 mark)
- 2.7 Mergers and internal restructurings always bring together groups with similar goals, operating methods, and cultures. (1 mark)
- 2.8 A vision refers to a mental image of a possible and desirable future state of an organisation. (1 mark)
- 2.9 Diagnosis is the unsystematic approach to understanding the present state of the organization. (1 mark)
- 2.10 An inappropriate culture is often one of the biggest stumbling blocks to adaptation. (1 mark)

QUESTION 3 - Short Questions

(10 marks)

- 3.1 Describe diagnosis in the context of organizational development and change. (2 Marks)
- 3.2 Describe the three techniques that OD Practitioners use to analyse the communication process in a work group. (6 Marks)
- 3.3 Define goal-setting theory (2 Marks)

SECTION B (70 marks)

QUESTION 4 - Essay questions. (55 marks)

4.1 Define Management by Objectives and discuss the two purposes of MBO Programs. (7 Marks)

4.2 Describe and discuss all the five stages of organisational development. (22 Marks)

4.3 On changing the corporate culture, Deal and Kennedy, cited in Brown (2011), suggested five circumstances under which large-scale change in organisation culture should take place. Discuss these five circumstances. (10 marks)

4.4 According to Brown (2011), OD practitioners use three basic strategies to change, namely: structural, technological and behavioural. Distinguish between each of the three strategies. (6 marks)

4.5 Resistance to change can be predicted but cannot be replaced over the long term. For this reason, Brown (2011) suggested ways of dealing with resistance to change. Discuss any five. (10 Marks)

QUESTION 5 – Case study questions. (15 marks)

Study the article below and answer all the questions that follow.

The Impact of Company Culture on Business Success

By David Richardson

Published on March 4, 2025

Defining Company Culture

Company culture, also known as organizational culture, is the collective set of shared values, principles, and behaviors that shape how work is conducted within an organization. It influences

decision-making, employee engagement, communication, and the overall workplace atmosphere.

A company's culture is reflected in its leadership style, team dynamics, and daily interactions among employees. While every organization has a culture, its quality and effectiveness can vary greatly. A strong and positive culture fosters a sense of belonging, motivates employees, and aligns with the company's goals, creating a unified workforce driven by shared objectives.

When employees feel valued and supported, they are more productive, innovative, and committed to the organization's success. By cultivating a culture that promotes collaboration, transparency, and continuous improvement, businesses can enhance employee satisfaction and drive long-term growth.

The Key Components of a Strong Company Culture

1. **Core Values and Mission:** Clearly defined core values and a strong mission statement guide employees in their daily actions and decision-making processes.
2. **Leadership Style:** The way leaders interact with employees and set expectations impacts overall morale and productivity.
3. **Work Environment:** A positive and inclusive work environment promotes collaboration and efficiency.
4. **Employee Engagement and Recognition:** Organizations that acknowledge and reward employee contributions experience higher motivation and job satisfaction levels.
5. **Open Communication:** Transparent and honest communication fosters trust and alignment between employees and management.

How Company Culture Affects Business Success

1. Enhancing Employee Productivity and Performance

A positive company culture plays a crucial role in boosting employee productivity and performance. When employees feel valued, respected, and aligned with the company's mission and values, they are more likely to be engaged in their work. Engaged employees take pride in their contributions, leading to higher efficiency and better results. Organizations that foster a culture of continuous learning and innovation encourage employees to take initiative, find creative solutions, and improve overall

performance.

2. Improving Employee Retention and Satisfaction

“Employee retention is a significant challenge for many organizations, but a strong company culture can help mitigate high turnover rates. Employees who feel connected to their workplace, leadership, and team members are more likely to remain loyal to their company,” adds Matthew Holland, Head of Marketing at WellPCB. When individuals align with a company’s values and mission, they develop a sense of belonging and purpose, making them less inclined to seek opportunities elsewhere. High employee turnover can be costly for businesses due to the expenses related to recruitment, onboarding, and training. Additionally, frequent staff changes can disrupt workflow and reduce overall efficiency.

3. Driving Innovation and Creativity

A company culture that encourages innovation and creativity can lead to groundbreaking advancements and competitive advantages. Organizations that embrace a growth mindset empower employees to take risks, experiment with new ideas, and challenge conventional practices. Companies such as Google and Apple have established cultures that prioritize creativity, resulting in revolutionary technological developments.

4. Enhancing Brand Reputation and Customer Satisfaction

A company’s internal culture is often reflected in its interactions with customers. Employees who are happy, engaged, and committed to their organization’s mission provide better customer service, leading to increased customer satisfaction and loyalty. When a company prioritizes employee well-being, it creates a positive work environment that translates into better client experiences.

5. Facilitating Effective Collaboration

Effective collaboration is essential for achieving business goals, and a strong company culture fosters teamwork, communication, and mutual respect. When employees work well together, they can efficiently solve problems, complete projects, and drive innovation. Organizations that prioritize collaboration create an environment where employees feel comfortable sharing ideas, seeking feedback, and supporting one another.

Companies that encourage cross-departmental teamwork benefit from improved efficiency and stronger relationships among employees.

The Challenges of Maintaining a Strong Company Culture

While the benefits of a strong company culture are clear, maintaining and improving it presents

several challenges:

1. **Scaling Culture in a Growing Organization:** As companies expand, it becomes more challenging to maintain the same culture across different locations and teams.
2. **Balancing Remote and In-Office Work:** The rise of remote work has made it harder to build and sustain workplace culture, requiring businesses to find new ways to keep employees connected.
3. **Managing Cultural Diversity:** A diverse workforce brings different perspectives and experiences, which can be both a strength and a challenge when building a cohesive culture.
4. **Addressing Toxic Workplace Behaviors:** Negative behaviors, such as micromanagement, favoritism, or a lack of transparency, can undermine company culture and lead to dissatisfaction.

Strategies for Building and Sustaining a Positive Company Culture

1. Define and Communicate Core Values

“A company’s core values serve as the foundation for its culture. Clearly defining and communicating these values ensures that employees understand the company’s mission, expectations, and overall purpose. Core values should be more than just words on a website; they should be embedded into everyday operations, decision-making, and interactions within the organization,” adds Jessica Wright, Owner of [Buy My Home Chattanooga](#). Companies can reinforce their core values through internal communication, training programs, and leadership actions.

2. Lead by Example

Company culture starts at the top, and leaders play an important role in shaping and maintaining it. Leaders must embody the values they promote and demonstrate ethical behavior, integrity, and empathy in their decision-making processes. Employees look to their leaders for guidance, so it is essential that management consistently models the behaviors and attitudes they expect from their team. Effective leaders prioritize transparency, accountability, and inclusivity.

3. Foster Open Communication

“Encouraging open and honest communication is fundamental to building trust and transparency in the workplace. Employees should feel comfortable sharing their thoughts, concerns, and feedback without fear of retaliation.

4. Invest in Employee Development

Organizations that invest in employee growth and development create a culture of continuous learning and innovation. Providing learning opportunities such as training programs, workshops, mentorship, and career advancement initiatives helps employees enhance their skills and feel valued within the company. Offering personalized development plans, tuition assistance, or leadership training can also prepare employees for future roles within the organization, strengthening internal talent pipelines.

1. According to the article, what are two major benefits of improved employee retention?
(2 marks)
2. What is company culture, and why is it important?
(2 marks)
3. Discuss three ways a strong company culture contributes to employee productivity.
(6 marks)
4. What role do leaders play in shaping company culture?
(1 Mark)
5. Name four components of a strong company culture mentioned in the article. (4 marks)

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