



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

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 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY QUESTION PAPER	
EXAMINER(S)	Ms Joyce W Mukubi Mr Kamwi Simasiku
MODERATOR:	Ms Ipangelwa

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

THIS QUESTION PAPER CONSISTS OF 9 PAGES (Including this front page)

Question 1

The OD practitioner is the person who initiates, stimulates, or facilitates a change program, and may come from inside or outside the organization. Change begins with the intervention of the practitioner in the system to be changed. Intervention refers to the practitioner's entry into the client system and includes several different roles and activities.

Practitioners, be they internal or external, have a variety of practitioner styles or approaches. One way to view the styles is based on the degree of emphasis the practitioner places upon two interrelated goals or dimensions of the change process. One of the goals is effectiveness, the degree of emphasis upon goal accomplishment. The other goal is *morale*, the degree of emphasis upon relationships and participant satisfaction.

Based upon the two dimensions of accomplishing goals and member satisfaction, there are five different types of practitioner styles or roles can be identified, mention and explain each style. (10 marks)

Question 2

As a newly appointed OD practitioner in company X, You are required to do a presentation on organisational development, most importantly on what organisational development is as well as to explain what OD is not Prepare a brief note on what you presentation will be. (10)

Question 3

The organisational Development consists of 5 stages. Mention these stages (5)

Question 4

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)

Question 5

Identify five restraining factors that can block the implementation of change. (10)

Question 6

Why is change so difficult? Possibly because the culture of the organization becomes a part of the people who perform the work. In changing these old patterns, people must alter not only their behavior but also their values and

their views of themselves. The organization's structure, procedures, and relationships continue to reinforce prior patterns of behavior and to resist the new ones. As a result, organizational change sometimes results in upheaval and dissatisfaction, and possibly even in resignations, dismissals, or transfers. Consequently, an organization must develop an adaptive orientation and management style that is geared to its environment. Managers in different organizations deal with situations that may be dramatically different. Some organizations exist in relatively stable environments, whereas others operate in highly dynamic settings. Each requires a different orientation to the environment. Mention and describe any 6 of the lessons in Corporate Renewal (12)

Question 7

A corporate culture must achieve goals as well as satisfy the needs of members if the organization is to be effective. Culture influences how managers and employees approach problems, serve customers, react to competitors, and carry out activities.

A strong, widely internalized corporate culture is frequently cited as a reason for the success of any company. In some organizations, the rewards, ceremonies, and other symbolic forms of communications maintain a culture that guides the actions of its members. As an organisational development and change expert you are required to explain to a group of employees the characteristics of a good culture. (12)

Question 8

In order for an organisation to improve their effectiveness, there are several key factors that an organisation needs to be aware of, Discuss these factors. (6)

Question 9

Explain the four process strategies for change. (8)

Question 10

Organisations members need to receive the appropriate rewards for participating in the change program. Mention and discuss the types of rewards that organisation members can receive for their participation in the change process: (15)