



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY
FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION
DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES**

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
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COURSE CODE: ADC812S	COURSE NAME: ADVANCED ORGANISATIONAL DEVELOPMENT AND CHANGE
SESSION: NOVEMBER 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY QUESTION PAPER	
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INSTRUCTIONS
1. Answer ALL the questions 2. Write clearly and neatly 3. Number the answers clearly.

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

QUESTION 1

CASE STUDY: ENHANCING ORGANISATIONAL INVOLVEMENT AT WINDHOEK TEXTILES NAMIBIA (20 MARKS)

Background:

Windhoek Textiles Namibia (WTN), a major manufacturer of clothing and fabrics in Namibia, faced increasing competition from imported goods and a declining share of the local market. Employee morale was low, productivity was inconsistent, and innovation had slowed down. Recognizing that employee involvement could be a strategic tool to turn the company around, WTN's management decided to implement a comprehensive organizational involvement initiative.

Interventions Implemented:

Employee Forums:

Monthly meetings were established where employees from all levels could discuss operational issues, share ideas, and provide feedback directly to management.

Skill Development Programs:

Employees received training in quality management, communication, and problem-solving to empower them to participate actively in decision-making.

Suggestion Scheme:

A structured platform was created for employees to submit ideas on improving efficiency, reducing costs, and enhancing product quality, with recognition and rewards for implemented suggestions.

Quality Improvement Teams:

Cross-functional teams were formed to address specific quality and productivity challenges, involving workers, supervisors, and managers.

Leadership Commitment:

Top management publicly endorsed the initiative, emphasizing the importance of employee contribution to organizational success.

Results after 12 months:

- Increased employee commitment and teamwork.
- A 10% reduction in production defects.
- Improved product innovation, leading to two new fabric designs.
- Higher employee satisfaction scores (up by 25%).

- A noticeable improvement in operational efficiency and customer satisfaction.

Challenges Faced:

- Resistance from some middle managers concerned about loss of authority.
- Initial lack of trust from employees skeptical about management's intentions.
- Difficulties ensuring consistent follow-up on suggestions an

Question 1

1.1 Evaluate the role of skill development programs in enabling organisational involvement at WTN. (5)

1.2 What were the main challenges faced when fostering organisational involvement, and what strategies could management have used to address them? (7)

1.3 How can organisational involvement lead to long-term competitive advantage for WTN? (4)

1.4 In your view, what additional steps could WTN take to strengthen organisational involvement further? (4)

QUESTION 2

STRUCTURED QUESTIONS (80 MARKS)

2.1 Process consultation (PC) is a general framework for carrying out to help relationships at work. Discuss the ten principles which guides the process consultant's actions. (10)

2.2 Explain organisational downsizing under the following aspects:

- a) Downsizing is a response to certain conditions. Discuss these conditions (8)
- b) Discuss the application stages of downsizing (10)

2.3 Team building refers to a broad range of planned activities that help groups improve the way they accomplish tasks. Discuss the attributes required for successful teamwork (12)

2.4 Discuss the Johari window and explain how OD practitioners can use it to assist individuals to communicate more effectively with each other. (10)

2.5 Explain in detail the four (4) key dilemmas of large group interventions (8)

2.6 Discuss the application stages of reengineering (10)

2.7 Explain the application stages of job enrichment (12)

GOOD LUCK