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	
QUALIFICATION CODE: 07BHRM	**LEVEL:** 8
COURSE CODE: ADC812S	**COURSE NAME**: ADVANCED ORGANISATIONAL DEVELOPMENT AND CHANGE
SESSION: November 2024	**PAPER:** THEORY
DURATION: 3 HOURS	**MARKS:** 100

FIRST OPPORTUNITY QUESTION PAPER	
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MODERATOR:	Dr. Simeon Amunkete

INSTRUCTIONS
1. Answer **ALL** the questions
2. Write/type.clearly and neatly
3. Number the answers clearly.

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

QUESTION 1 - CASE STUDY (16 MARKS)

TechSolutions Inc. is a mid-sized software development company based in Windhoek. Over the years, the company has grown from a small startup to a well-established player in the tech industry with over 300 employees. As the workforce expanded, the leadership team recognised the need for greater diversity in its employee base, seeing it as a critical component for innovation and market competitiveness.

In 2022, the company launched a "Diversity and Inclusion Initiative" aimed at improving workforce diversity across various dimensions including gender, ethnicity, age, and sexual orientation. This initiative included revisiting recruitment strategies, diversity training programs, and creating employee resource groups.

Objectives of the Initiative:

Increase the percentage of underrepresented minorities in technical roles to 30% by 2025.

Achieve a gender-balanced workforce by 2030.

Foster a workplace culture where all employees feel valued and included.

Challenges Faced:

Recruitment Bias: The existing recruitment process favored certain demographics and did not attract a diverse applicant pool.

Retention Issues: Although the company was succeeding in hiring diverse candidates, many of them left the organization within two years, citing a lack of career advancement opportunities and feelings of isolation.

Resistance to Change: Some existing employees were resistant to diversity initiatives, fearing it would compromise meritocracy or lead to "reverse discrimination."

Implementation Measures:

Revamped Recruitment: The HR department partnered with diverse professional organizations and attended job fairs focused on underrepresented groups. They also changed job descriptions to be more inclusive.

Diversity Training: Mandatory workshops were implemented focusing on unconscious bias, cultural competence, and inclusive leadership practices.

Mentorship Programs A mentorship program was established to pair senior leaders with employees from diverse backgrounds to help with career guidance and development.

Employee Resource Groups: These groups were formed to provide support and networking opportunities for underrepresented employees, including LGBTQ+ groups, women in tech, and multicultural networks.

Regular Climate Surveys: The company conducted bi-annual employee surveys to assess the effectiveness of diversity initiatives and identify areas for improvement.

Questions for Discussion:

1. How can TechSolutions Inc. measure the success of its diversity initiatives? (4)

2. What strategies could be employed to address resistance to the diversity initiatives among existing employees? (4)

3. Discuss the potential impact of a lack of diversity on organizational performance. (4)

4. What are the ethical implications of prioritizing diversity in hiring and promotion? (4)

QUESTION 2

STRUCTURED QUESTIONS

2.1 Explain in detail the concept of an "Episodic Model of Conflict" (8)

2.2 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)

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

2.4 The process of using microcosm groups to address organisation wide issues involves different steps. Discuss in detail these application stages/ steps. (12)

2.5 One restructuring intervention is reengineering—the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in performance. Discuss the application stages of reengineering (12)

2.6 Discuss job enrichment under the following aspects:

   a) Application stages (12)
   b) Barriers to job enrichment (8)

2.7 Discuss the interventions which organisations can use to deal effectively with stress in organisations. (10)

THE END ----- GOOD LUCK!!!