



PAMIBIA 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: January 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION PAPER	
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INSTRUCTIONS
<ol style="list-style-type: none">1. Answer ALL the questions2. Write/type clearly and neatly3. Number the answers clearly.

THIS QUESTION PAPER CONSISTS OF 3 PAGES (Including this front page)

QUESTION 1 : CASE STUDY

CONFLICT IN ACADEMIC DEPARTMENTS (18 MARKS)

You are an OD practitioner working at a university in Namibia

The head of the marketing department has set up a meeting with you to discuss some issues in his department. The department consists of 16 academics. Ten of the academics in the department are male and employed in the more senior positions of Professor and associate Professor. Five of the academics in this department are above 60 years old and close to retirement. Three academics are aged between 50 and 59 years old, 3 aged between 40 and 50 years and the rest in their 30's.

During the past six months, the HOD has experienced a number of problems in the department. The performance requirements of the university have recently changed and is placing considerably more pressure on academics to do more research and publish articles. Academics are now required to publish at least two articles per year. The older academics refuse to publish more articles. Their argument is "when we started here more than 20 years ago, we decided that we will be a department that focuses on teaching. We are not interested in changing this now. Most of these individuals did not publish any articles for the past 5 years.

Furthermore, the older academics also refuse to lecture undergraduate students and prefer to focus on the postgraduate classes which have smaller number of students. The younger and more junior academics are increasingly becoming frustrated as they need to lecture the larger undergraduate classes and do not have time to focus on their research publish articles which is a requirement for them to get promoted. Three of the junior academics are also busy with their doctoral studies and do not get time to attend to it due to the heavy workload and the older academics not pulling their weight.

The situation is made worse by the fact that the older and more senior academics are in control of the departmental budget and refuse funding the younger academics to attend conferences which is important for their career advancement. The situation has now taken for the worse. The younger academics are refusing to speak with some older academics or attend departmental meetings. Two of the younger academics resigned and joined the corporate world. This is causing huge problems for the department as it takes on average six months to appoint a new academic. Furthermore, universities are struggling to attract academics as the pay is considerably lower than in the corporate world.

1. What are the main problems in this case study? (7)
2. What conflict resolution strategy can be used to resolve these problems? (4)
3. What diagnostic and development activities can OD practitioners use to solve this conflict? (7)

QUESTION 2 : STRUCTURED QUESTIONS (82 MARKS)

2.1 Discuss the ten (10) principles that guide the actions of process consultants, according to Schein. (10)

2.2 As a process, downsizing needs to be carefully planned. Discuss the following aspects:

- a) Application stages (10)
- b) The four major conditions that trigger the process (8)

2.3 Discuss the 4 key dilemmas of large group interventions (8)

2.4 Discuss employee involvement with regards to the following aspects

- a) Describe the key elements that promote involvement (8)
- b) Do you think Namibian organisations do enough to promote employee involvement? Motivate your answer (6)

2.5 The process of designing and implementing a performance appraisal system has received increasing attention. Discuss in detail the application steps (12)

2.6 Diversity results from people who bring different resources and perspectives to the workplace. Organisations must therefore have HR systems that account/cater for these differences when they attract and retain a productive workforce. With this in mind, discuss workforce diversity under the following aspects:

- a) The goals of diversity management (8)
- b) The applications stages of diversity management (12)

THE END – GOOD LUCK

