



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF 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: ODC711S	COURSE NAME: ORGANISATIONAL DEVELOPMENT AND CHANGE
SESSION: JUNE 2023	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY QUESTION PAPER	
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MODERATOR:	Ms. F. Ipangelwa

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)

SECTION 1

QUESTION 1 - CASE STUDY (33 MARKS)

The Cosmetics Company

As the recently appointed CEO of a cosmetics company, Anna Jones had a mandate from the board to shake things up. Tasked with rethinking the organisation's expansion approach, she had rejected the traditional path of expanding the high street shops. Instead, she increased online operations – which competitors were also doing – and looked to experiment with something more innovative.

While her supporters, including the Chairperson, saw her as an experienced consultant who had lots of energy and ideas about how the company should adapt to a rapidly changing market, opponents saw her as an industry outsider who had never held an executive position or even worked in the cosmetics industry – and who still had a lot to learn.

Sam Wilson, the company's HR Director, had challenged every strategic shift Anna had made including moving away from the siloed structure, letting about 40% of the managers go to make room for fresh talent, and pushing to transform the hierarchical corporate culture into a more performance-driven one.

To gain engagement from employees to her proposed changes Anna decided to make visits to a number of the cosmetic stores. The visits helped her to see how her sales teams throughout the company's stores were responding to the proposed changes which she had proposed. She also wanted to use the visits to identify young managers who were ready to move into more senior positions. Store employees were aware of Anna's proposals for change as they had read about them in the internal news magazine, which was sent to staff every month, and which had described the 'exciting opportunities with the expansion of our online offering'.

People were, however, wondering how they would fit into the business going forward. They wanted to know whether they were going to start closing stores. One store manager asked: "Will we all be working out of warehouse distribution centres next year?" While another person asked, "Are we going to lose our jobs?" Anna assured them that no redundancies were planned. Employees nodded, but they didn't look as though they entirely trusted her.

Later that day Anna was contemplating the questions employees had asked her when Sam said to her, "we all need to slow down sometimes". From the start, it seemed Sam had not supported Anna's appointment nor her approach to leading change. Sam warned her that she was moving too fast and added: "It's going to take a huge push and some big shifts in staffing, which could result in good people leaving – not just us old folks, but even some of the younger people who like the way we do business now". Sam also mentioned that he had been approached by a trade union representative for a meeting to discuss the change plans.

In contrast, Karen Jones, the Marketing Director, was pleased that the company board had appointed Anna who was someone who understood how the market was developing and what was needed to stay competitive – something Karen had been arguing for over the years.

market research to date was promising, however Karen cautioned more work was needed to check assumptions on what the current customer base wanted.

The IT infrastructure needed to handle the increase in online purchasing was complex. George West, the company's Operations Director, brought in a specialist external agency to advise on how this could be done and tasked his Head of IT Systems to work alongside the agency to report back to the senior management team – however weeks after this should have been done he was told more time was needed. George suspected the agency weren't getting full cooperation from his team to support their work. Coupled with this, he felt he was not getting enough access to Anna to discuss the detail needed to consider other aspects of operations – such as storage facilities – that would be needed.

Part of Anna's job was to move the company forward – to keep the good, of course, but move it into the future. She had to weigh the risks against the potentially bigger risk of not moving forward. The board brought Anna to lead change, but she was starting to feel uncertain about making it a success.

Adapted from: FutureLearn

Having read the case study above, answer all the following questions.

- 1 "As the recently appointed CEO of a cosmetics company, Anna Jones had a mandate from the board to shake things up". **Why** did the board give Anna the mandate to shake things up? **(5)**
- 2 Anna, encountered resistance to change in her OD endeavours? Advise her on how she can cautiously approach resisting staff to secure a buy-in from them for her OD intervention to be successful? **(10)**
- 3 People were, however, wondering how they would fit into the business going forward. They wanted to know whether they were going to start closing stores. One store manager asked: "Will we all be working out of warehouse distribution centres next year?" While another person asked, "Are we going to lose our jobs?" **Discuss** this statement within the context of restraining forces for change. **(18)**

SECTION 2

STRUCTURED QUESTIONS (67 MARKS)

- 2.1 Explain the concept of socialisation and the three basic responses an individual may have to socialisation (7)
- 2.2 Planned change efforts can be directed at individual, team, and organisational level. Discuss in detail. (12)
- 2.3 Contrast the difference between a stable and turbulent environment and provide an example for each (4)
- 2.4 Discuss the four possible modes in the practitioner -client relationship (8)
- 2.5 Explain the key factors in cultural change (14)
- 2.6 Describe the use of performance- gap analysis (6)
- 2.7 Compare and contrast the interview and survey methods of data collection (11)
- 2.8 Discuss the benefits of a stream analysis (5)

GOOD LUCK