



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

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| 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 |

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| SECOND OPPORTUNITY QUESTION PAPER | |
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| MODERATOR: | Ms F. Ipangelwa |

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| 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 A

QUESTION 1

CASE STUDY : RESISTANCE TO CHANGE (16 MARKS)

Victor is the head of a division in a government department. He has been in his management position for 15 years and has worked his way up to his current position. Throughout his career, he has seen many people leave and join the department. He has stayed because he enjoys public service and working with familiar faces in the department. He also knows that he brings his many years of experiences in a public agency to the table when solving problems. His personality fits the working environment of government; he likes working with the familiarity of rules and procedures.

Victor is proud of his service, but he is really looking forward to his retirement, which, for him, is not coming soon enough. Within the last few years, lots of changes have occurred on a department level that is also changing much of the familiar procedures, rules, and norms that Victor has been accustomed to during his 25 years in the department. Some of these changes include hiring younger staff, reorganization of job responsibilities, performance plans to increase staff competencies and skills in new areas, and recent layoffs to help balance the budget.

As part of his attempt to make his mark on the division, and to bring in past experiences that he thinks can be of value, Victor proposed numerous ideas for the division at a staff meeting. His staff—which, in recent years, has become increasingly more diverse in demographics and cultural backgrounds—suggests improvements and changes to his ideas. They are not so sure that his changes are the most appropriate given the overall strategic directions of the department. Furthermore, they are not sure how they can implement strategies when the ideas call for outdated resources and technology. Some of the younger staff members are more vocal and mention recent trends and practices in strategic thinking that could be more beneficial to accomplishing the division goals.

Victor views these suggestions as attacks directed at him and as resistance on the part of the staff. He feels like every time he makes a suggestion, he is thrown a curveball from one

of the younger staff members. Why is this happening to him now? He knows he has to manage this. He cannot let this type of dynamic go on for an additional five years—or could he?

1. What cultural assumptions fuel Victor's perspective as a leader of a government department? (6)
2. Where does Victor's motivation to lead come from? (4)
3. How would you describe Victor's self-concept and the influence of it on his leadership? (6)

SECTION B

STRUCTURED QUESTIONS (84 MARKS)

QUESTION 2

2.1 Managers can have different approaches towards change based on the stability of the environment and its orientation towards adapting to. Discuss these approaches in detail. (12)

2.2 Differentiate between the different types of OD practitioners. (13)

2.3 Any change initiative comes with some sort of reaction from employees. Many times employees tend to resist change efforts such as downsizing, reengineering and Total Quality Management. With this in mind, discuss the life cycle of resistance to change. (10)

2.4 Driving forces refer to anything that increases the need for a change program . Discuss the forces that help to create a need for a change program . (12)

2.5 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)

2.6 OD practitioners need to focus on the five important areas when implementing group process interventions. Discuss these areas. (10)

2.7 What are the basic elements in determining strategic changes? (15)

THE END