



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING

QUALIFICATION : DIPLOMA IN TVET MANAGEMENT	
QUALIFICATION CODE: 06DTVM	LEVEL: 6
COURSE CODE: MOD620S	COURSE NAME: MANAGEMENT OF ORGANISATIONAL DEVELOPMENT AND LEARNING
DATE: JANUARY 2023	PAPER: 1
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Mr B. U. Kauteza
MODERATOR:	Ms Indepentia de Waldt

<p style="text-align: center;">INSTRUCTIONS</p> <ol style="list-style-type: none">1. This paper consists of 2 sections with 5 questions2. All the questions are compulsory3. Read all questions carefully before answering.4. Number your answers clearly.5. Make sure your student number appears on the answering script provided.
--

PERMISSIBLE MATERIALS

1. Examination paper.
2. Examination script.

THIS QUESTION PAPER CONSISTS OF 5 PAGES (Including this front page)

SECTION A: MULTIPLE CHOICE QUESTIONS

QUESTION 1 - Short Questions [10]

Choose the *most suitable* answer in the letters: a, b, c or d from the questions below:

1.1 The fundamental purpose for the existence of any organisation is described by its: -

- a. Policies
- b. Mission
- c. Procedures
- d. Strategy

1.2 Organisational Development process is cyclical and ends when: -

- a. Desired development result is obtained
- b. Plan is implemented
- c. Data is gathered
- d. Problem is identified

1.3 People's perceptions and attitudes about the organisation represent: -

- a. Organisational Behaviour
- b. Organisational Climate
- c. None of the above
- d. Both a and b

1.4 The process of taking decisions based on environmental scanning.

- a. Governance process
- b. Collective decision
- c. Strategic Planning
- d. Organising factors and trends that affect work.

1.5 The following is not a key outcome of Organisational Development: -

- a. Financial performance
- b. Stakeholder engagement
- c. Increased capacity
- d. Individual empowerment

1.6 The purpose of Career Management is to: -

- a. Assist employees to improve their performance
- b. Clarify available career options

- c. Align the aspiration of employees with organisational objectives
- d. All of the above

1.7 The process of changing the basic character, structure and operations of the organisation is called _____

- a. Radical change
- b. Transformational change
- c. Transorganisational change
- d. None of the above

1.8 Which of the following is not an organisational development intervention programme?

- a. Team building
- b. Survey feedback
- c. Leadership development
- d. All of the above

1.9 Career Management does not include: -

- a. Self-Assessment
- b. Career Awareness
- c. Skill Development
- d. Structural Assessment

1.10 _____ is a change that alters some features of an organisation.

- a. Transformational change
- b. Structural Change
- c. Adaptive Change
- d. Incremental Change

SECTION B: STRUCTURED QUESTIONS

QUESTION 2 - Basic Concepts in Management of Organisational Development and Learning [25]

2.1 Briefly explain the OD concepts below using your own words. Provide practical examples to show your understanding of the concepts. (21)

2.1.1 Career Path Development (3)

2.1.2 Organisational Development (3)

2.1.3 Career Path Management (3)

2.1.4 Work Design (3)

2.1.5 Job Enrichment (3)

2.1.6 Continuous Change (3)

2.1.7 Organisational Diagnosis (3)

2.2 What is an OD intervention? Give an example of an OD intervention. (4)

QUESTION 3 - Organisational Development (OD) Interventions/Techniques [26]

3.1 Mention the four classifications of OD Interventions. (4)

3.2 Discuss the first nine OD Interventions included in the classifications above. (22)

QUESTION 4 - CASE STUDY ON THE SIGNIFICANCE OF MANAGEMENT ORGANISATIONAL DEVELOPMENT [20]

Riku joins Oasis VTC as a training manager. He observes that the output of some trainers/instructors is very low as compared to the standards set for their performance. On analysing the reasons for the same, he finds out that a lot of trainers/instructors' time is wasted in getting the requisite training materials issued from the institutional store. Whereas on asking, the storekeeper complains that there is no harmony in the operations/working of the department as a whole. Every day the trainers/instructors approach him at the last minute to procure different kinds of materials for their training needs. If it is not available in the store, then he has to place an order with the purchase officer. As a result, a lot of trainers/instructors' time is wasted. So, in order to integrate the various training activities, henceforth, Riku ensures that the storekeeper is informed well three days in advance about the requisite training materials. Consequently, the storekeeper is able to keep the materials ready for the trainers/instructors every morning in accordance with their requirements.

In the context of the above case:

4.1 Identify and explain the quality of management that Riku has introduced in the operations/working of the training department as a corrective measure to control the output of the trainers/instructors. Justify your answer by quoting lines from the Case Study. (6)

4.2 State briefly any two points highlighting the importance of the quality of management function identified in **Question 4.1**. (7)

4.3 Clearly identify the seven Human Process Interventions you would apply to address the challenge in the Case Study. (7)

QUESTION 5 – Work Integrated Learning and Models [19]

- 5.1 Draw a simple diagram to illustrate an effective Work Integrated Learning Framework that depicts clear synergy amongst key stakeholders. (16)
- 5.2 Explain why it is necessary to use a SWOT analysis as common tool to evaluate and plan for WIL programs. (3)

TOTAL [100]