



**PAMIBIA UNIVERSITY**  
OF SCIENCE AND TECHNOLOGY

**FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION**

**DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES**

<b>QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT</b>	
<b>QUALIFICATION CODE: 07BHRM</b>	<b>LEVEL: 8</b>
<b>COURSE CODE: ADC812S</b>	<b>COURSE NAME: ADVANCED ORGANISATIONAL DEVELOPMENT AND CHANGE</b>
<b>SESSION: January 2026</b>	<b>PAPER: THEORY</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>SECOND OPPORTUNITY EXAMINATION PAPER</b>	
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<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li><b>1. Answer ALL the questions</b></li><li><b>2. Write clearly and neatly</b></li><li><b>3. Number the answers clearly.</b></li></ol>

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

## QUESTION 1 : CASE STUDY (20 MARKS)

### Job Enrichment at Tech Solutions Inc.

#### Background:

Red Tech Solutions is a software development company with a team of software developers, testers, and support staff in Windhoek Namibia. The company has experienced high turnover and low employee motivation, especially among its developers. Management decides to implement job enrichment strategies to improve job satisfaction, motivation, and productivity.

#### Scenario:

Emma is a senior software developer who has been working at Red Tech Solutions for five years. Her role primarily involves writing code and fixing bugs in existing projects. While she is competent, Emma feels her work has become monotonous and lacks challenge. She desires more responsibility, recognition, and opportunities for growth.

#### Management's approach

To address this, the company redesigns Emma's job by:

- Allowing her to lead a small team on a new project.
- Giving her authority to make key decisions on project design.
- Providing opportunities for skill development and training.
- Recognising her contributions in team meetings.

#### QUESTIONS

1.1 What are the key components of job enrichment applied in Emma's case? (5)

1.2 How does job enrichment improve employee motivation in this scenario? (3)

1.3 What potential challenges might the company face implementing job enrichment? (4)

1.4 How can the company ensure the success of the job enrichment strategy? (4)

1.5 What are the expected outcomes of job enrichment for Red Tech Solutions Inc.?(4)

**QUESTION 2 : STRUCTURED QUESTIONS (80 MARKS)**

2.1 Explain in detail the role of third-party consultants in facilitating conflict resolution processes (8)

2.2 The organisational confrontation meeting is an intervention designed to mobilize the resources of the entire organization to identify problems, set priorities and action targets, and begin working on identified problems. Discuss the application stages of the organization confrontation meeting (10)

2.3 Explain the application stages of microcosm groups (10)

2.4 Discuss network structures under the following aspects

- a) Characteristics of network structures (6)
- b) Advantages, disadvantages and contingencies of network structures (10)

2.5 Explain the engineering approach to job design in terms of the following aspects:

- a) The basic premises of the engineering approach (6)
- b) Criticism and strength of engineering approach (8)

2.6 Explain the three major employee involvement applications (10)

2.7 Discuss the application stages of workforce diversity (12)

GOOD LUCK