



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF COMMERCE, HUMAN SCIENCE AND EDUCATION
DEPARTMENT OF GOVERNANCE & MANAGEMENT SCIENCES**

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
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DURATION: 3 HOURS	MARKS: 100

OSM FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
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MODERATOR:	Ms. M Sezuni

INSTRUCTIONS
1. The paper consists of Sections A, B, and C. Answer ALL the questions. 2. Write clearly and neatly. 3. Number the answers clearly.

PERMISSIBLE MATERIALS

1. Examination paper.
2. Examination script.

THIS QUESTION PAPER CONSISTS OF 8 PAGES (Including this front page)

SECTION A

(20 marks)

Question 1 (Each multiple-choice question carries one (1) mark)

Choose the correct answer to the questions that follow by indicating only the applicable letter (i.e., a, b, c, d, or e) in your answer book.

- 1.1 An example of change in the nature of the workforce is an increase in _____.
- a) college attendance
 - b) mergers and consolidations
 - c) capital equipment
 - d) divorce rates
 - e) more cultural diversity
- 1.2 An example of a source of individual resistance to change is _____.
- a) Inertia
 - b) structural inertia
 - c) a habit
 - d) threat to expertise
 - e) a policy conflict
- 1.3 The variability in interview results across an applicant pool is reduced by using a standardized _____.
- a) approach for recruiting applicants
 - b) pool of applicants
 - c) set of interview questions
 - d) time frame for scheduling interviews
 - e) none of the above
- 1.4 How would a participator best absorb information?
- a) use computers to read manuals
 - b) watch others and imitate behaviors
 - c) copy what others do on computers
 - d) listen to an audiotape

e) gain hands-on experience

1.5 Notemba works for HJC publishing which is a publisher of scientific journals. The company is dominated by low risk taking and high attention to detail. Jean's department is also committed to high team orientation and provides many team-building activities in which Jean and other department members work together and socialize. Which of the following statements best describes Jean's department?

- a) It represents the dominant culture.
- b) It does not include core values.
- c) The organizational culture is undefined.
- d) It is a subculture sharing core values.
- e) It has low stability.

1.6 The more that lower-level personnel provide input or are actually given the discretion to make decisions, the more _____ there is within an organization.

- a) disempowerment
- b) centralization
- c) work specialization
- d) departmentalization
- e) decentralization

1.7 Which of the following is not an advantage that virtual organizations have over the common organization structures?

- a) uses the best talent for each project
- b) decreases flexibility of the project
- c) minimizes bureaucratic overhead
- d) lessens long-term risks associated with investment
- e) decreases costs

- 1.8 The _____ perspective focuses on productive conflict resolution starting both before and after the behavioral stage of conflict occurs, in order to minimize the negative effects on the organization.
- a) interactionist conflict
 - b) task conflict
 - c) managed conflict
 - d) process conflict
 - e) traditional conflict
- 1.9 The conflict-handling intention of avoiding is _____.
- a) assertive and uncooperative
 - b) assertive and cooperative
 - c) unassertive and cooperative
 - d) unassertive and uncooperative
 - e) assertive and reflective
- 1.10 The point below which either negotiating party would break off negotiations is known as the party's _____ point.
- a) resistance
 - b) refusal
 - c) target
 - d) negative
 - e) assistance

Question 2

True or False (Each question carries one (1) mark)

- 2.1 For process conflict to be productive, it must be active and significant.
- 2.2 When people perceive politics as an opportunity, they respond with defensive behaviors.
- 2.3 The effect of scarcity on dependency can be observed in the supply/demand relationships that exist regarding personnel within various industries.
- 2.4 Rational persuasion is the only power tactic that is effective across all organizational levels.
- 2.5 As a transactional leader, a CEO is more likely to be effective if he lets employees make decisions and avoids intervening when business problems arise.
- 2.6 The benefits of employee mentoring are primarily career-related, including higher compensation and improved job performance.
- 2.7 Innovation is nurtured where there are slack resources
- 2.8 Intergroup development seeks to change attitudes, stereotypes, and perceptions that groups have of each other.
- 2.9 Critical incidents as a method of performance evaluation focus on problem behaviors.
- 2.10 If raters make evaluations on only those dimensions which they are in a good position to rate, this increases the agreement between raters and makes the evaluation a more valid process.

Section B

[15]

Question 3

Case Incident Embracing Change Through Operational Leadership

From a Lebanese family-owned small business to a leading multi-line conglomerate in the Middle East and North Africa (MENA) region, Khalil Fattal & Fils (KFF) Holding (www.kff.com.lb) is the exclusive agent and distributor of many multinational brands within the following categories: food and beverages, home and personal care, beauty and accessories, household and office equipment, consumer electronics, and pharmaceuticals. The corporation now employs more than 2,100 individuals with a turnover of approximately US\$650 million.

Over the course of 112 years (1897–2009), the corporation has gone through many successful structural changes that have shaped the business and contributed to its success. At the base of this success is the owners' philosophy, which drove the corporation toward its vision and instilled solid corporate values that have increased performance and created a spirit of unity among its members.

At the beginning of the year 2002, the owners gathered 30 of their top managers in a retreat to define the corporate culture in the coming years. The team succeeded in drafting a mission that enlarged the scope of the corporation's activities to "reach out to millions of consumers in the Levant and North African countries." (The Levant is comprised of Lebanon, Syria, Jordan, and Iraq.) The team also adopted a set of corporate values that were disseminated to all other employees through workshops and group discussions.

The corporation's core values revolve around trust, respect, sharing, and courage, with a specific set of expected behaviors for each value. Under the value of courage, embracing change was selected as the main behavior for individuals who aspire to

succeed in their careers with the group. This is now stated in the corporate manual as “embrace change as an opportunity to grow,” and employees are invited to accept rotation in their assignments every four to five years, or whenever needed, not only in Lebanon but also throughout the region where the corporation operates.

To conduct business in the MENA region, it is a legal requirement that local partners and employees be engaged. Hence, to ensure the operation’s success, the corporation decided to relocate part of the management team to its subsidiaries in Syria, Jordan, Iraq, Sudan, Algeria, and Egypt. Although these countries share a common language (Arabic) with Lebanon, their social, economic, and political systems differ. As a result, some managers were reluctant to relocate outside their home country. This became a major obstacle that needed to be resolved.

To overcome this impediment, the KFF’s CEO took the initiative and moved ahead of everyone else to ensure a satisfactory setup and even asked some members of his family to accept these new foreign assignments, thereby setting the example for others to follow suit, and many managers did. To further motivate these managers, an attractive financial package was offered, including fringe benefits such as housing, schooling for children, expatriate allowances, and longer vacations. This rotational path has since become part of KFF management’s recognized fast track for career progression within the group.

KFF’s expansion throughout the region exposed the corporation to new kinds of customers, such as hypermarket chains. This necessitated a change in the business model, which required new knowledge and techniques and raised awareness of the need to enhance employee skills. Accordingly, the corporation took the initiative and provided employees with intensive training and workshops aimed at improving the competencies and skills of its workforce. As a result, it was better able to meet the expectations of its customers and suppliers alike.

Sources: KFF Holding Manual. Special thanks to Samir Messarra for his valuable suggestions.

Questions

- 3.1 What were the forces that necessitated a change in the organisation? (5)
- 3.2 Why is it so difficult for individuals to accept change? (4)
- 3.3 What were the forces that helped make the change process smoother? (6)

Section C

(65)

Question 4

- 4.1 Explain what purposes performance evaluations serve in organizations? (10)
- 4.2 Discuss the characteristics of a spiritual organization. (12)
- 4.3 Explain the difference between centralization and decentralization? Would a simple structure be centralized or decentralized? Explain your answer. (10)
- 4.4 Define and describe the traditional view of conflict. (8)
- 4.5 Explain the principles of Hersey and Blanchard's situational leadership theory. (12)
- 4.6 Discuss what the benefits and drawbacks are of e-mails. (13)