



COLLEGE OF SOCIAL SCIENCES, THEOLOGY, HUMANITIES & EDUCATION

NHPS507: Organisational Psychology Consulting

END OF SECOND SEMESTER EXAMINATIONS

APRIL/MAY 2026

LECTURER: Dr M C MATIKA

DURATION: 3 HOURS

INSTRUCTIONS

1. This paper contains **TWO** sections (Section A and Section B).
 2. Section A is **COMPULSORY**.
 3. Answer **ANY TWO (2) questions** from Section B.
 4. Start each question on a new page in your booklet.
 5. Credit will be awarded for logical, systematic and neat presentation
 6. Do not repeat material.
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SECTION A: COMPULSORY

INSTRUCTION: *Answer Question 1.*

Question 1

Case: "TechVantage's Talent Crisis"

TechVantage, a fast-growing Harare-based fintech company, is facing a critical challenge. Despite competitive salaries, their annual employee turnover has surged to 35%, primarily among high-potential mid-level engineers and product managers (PMs). An internal pulse survey reveals low scores on "feeling valued," "career growth," and "management support." Exit interviews cite a lack of clear career paths, opaque promotion decisions, and a "siloed" culture where collaboration is rare. The CEO, concerned about losing market momentum, has contacted your consultancy for help. She wants a "quick fix" to reduce turnover but is sceptical of "soft" HR initiatives.

a. Contracting & Entry (10 marks)

Draft the **key elements of a formal proposal** you would present to the CEO. Include: the proposed scope of work, initial hypotheses about the systemic causes of the turnover, the specific diagnostic methods you would use (justify two), and one critical ethical consideration specific to this case.

b. Diagnosis & Analysis (15 marks)

Using **systems theory** as a lens, analyse the potential root causes of the high turnover at TechVantage. Go beyond the survey data to hypothesize how elements like *structure*, *processes*, *culture*, and *leadership* might be interacting to create this outcome. Propose one specific diagnostic tool or framework (e.g., Force Field Analysis, focus group protocol) to test your hypotheses.

c. Intervention & Resistance (10 marks)

Design **one core evidence-based intervention** to address the turnover issue. Describe the intervention, explain *why* it is appropriate given your diagnosis, and outline **two potential sources of client resistance** you anticipate (e.g., from the CEO, line managers) and how you would manage each.

d. Evaluation (5 marks)

Outline a brief **evaluation plan** for your proposed intervention. Specify what you would measure (at least one leading and one lagging indicator) and how you would collect the data, linking it to Kirkpatrick's model.

SECTION B

INSTRUCTION: Answer ANY TWO (2) questions.

Question 2

Compare and contrast Schein's "**Process Consultation**" model with the "**Expert**" model. Under what organisational conditions is each most appropriate? Discuss the implications of choosing one model over the other for the consultant-client relationship and the sustainability of change. **[30 marks]**

Question 3

"Feedback is not just data delivery; it is a powerful intervention in itself." Critically discuss this statement. Using examples, describe how an organisational psychologist should plan and deliver feedback to a senior leadership team to maximise engagement and minimise defensiveness. **[30 marks]**

Question 4

Ethical dilemmas often arise from conflicting interests between different stakeholder groups (e.g., management vs. employees). Discuss the major ethical challenges an internal or external consultant might face during a **restructuring or downsizing project**. What principles from the APA/BPS Code of Ethics should guide their practice? **[30 marks]**

END OF PAPER
