



FACULTY OF ENGINEERING AND THE BUILT ENVIRONMENT

DEPARTMENT OF QUALITY OPERATIONS MANAGEMENT

PROGRAM : BACHELOR OF TECHNOLOGY IN
MANAGEMENT SERVICES

MODULE : **ORGANISATIONAL EFFECTIVENESS IV**

CODE : **OEF44B4**

CAMPUS : **DOORNFONTEIN**

DATE : SUMMER EXAMINATION 2015
9 NOVEMBER 2015

DURATION : (SESSION 2) 12:30 - 15:30

TIME : 12:30 pm – 15:30 pm

TOTAL MARKS : 100

EXAMINERS : MR J. MABIZA

MODERATOR : DR K. MPOFU

NUMBER OF PAGES : 3 PAGES

INSTRUCTIONS: ANSWER **ANY FOUR** QUESTIONS (ONE MUST BE CHOSEN FROM EACH SECTION) IN THE PROVIDED ANSWER BOOKS AND ENSURE THAT YOUR STUDENT NUMBER APPEARS ON ALL THE WORK THAT YOU HAND IN. **THIS IS A CLOSED BOOK EXAMINATION.**

REQUIREMENTS : ANSWER SCRIPTS.

SECTION A: DEVELOPING HIGH PERFORMANCE IN TEAMS

QUESTION 1

- 1.1 Discuss in detail the reward systems that can be adopted for self-managed teams. What are the advantages and disadvantages of such systems? (10)
- 1.2 What is the role and how can the labour union be engaged in the process of developing self-managed teams? (5)
- 1.3 What problems and cautions should be considered when managing self-managed teams in an organization? (5)
- 1.4 In your opinion, do you think that self-managed teams can be successful or not. Discuss citing examples from your experience or from the literature. (5)

[25]

QUESTION 2

- 2.1 Discuss the problems that arise from cooperation and competition between groups in an organization. How would you overcome such problems? (5)
- 2.2 Managing conflict demands that one knows the conflict styles that can exist between groups or people, depending on the inclination towards the desire to satisfy others or the desire to satisfy self. Discuss in detail and using sketches the different conflict styles that can exist based on the person or group's inclination. (10)
- 2.3 One method to increase inter-group communication and problem-solving is to arrange for third-party intervention. Discuss in detail how third-party consultation can solve inter-group problems. (10)

[25]

QUESTION 3

- 3.1 Discuss briefly the continuous improvement processes that organizations need to undertake with a view to improve productivity, efficiency and quality. (5)
- 3.2 Discuss the historical development of job design. (5)
- 3.3 Discuss in detail the Job Enrichment Theory. (10)
- 3.4 Do you think that job design programmes can be effective or not? Discuss. (5)

[25]

SECTION B: DEVELOPING SUCCESS IN ORGANIZATIONS

QUESTION 4

- 4.1 Discuss in detail how survey research and feedback can be done for an organization, describing in detail the nature and purpose of the research, the steps involved and the usefulness of such research. (12)
- 4.2 What is the grid OD program? Discuss it considering the phases and values of this organization change model design. (13)

[25]

QUESTION 5

- 5.1 Discuss in detail the link between strategy and transformation, indicating how organizations can cope successfully with changing conditions. (7)
- 5.2 The strategies for planned organizational change can be incremental or transformational depending on the time frame of the change. Coercive or collaborative modes can then be preferred depending on the situation. Discuss in detail and with the help of a sketch how strategies for planned organizational change can be devised depending on the situation existing in the organization. (9)
- 5.3 Discuss the core characteristics that can define an organisation's culture. (9)

[25]

QUESTION 6

- 6.1 In what ways do you think the organization of the future will be different from the current organizations that you know? (6)
- 6.2 A key challenge in any change programme is the stabilization of change after it has been successfully implemented. How can this be done? (6)
- 6.3 Do you consider the evaluation of organization development programmes to be important? How can this be done? (6)
- 6.4 When an organization has developed the capacity to renew itself, the organization development practitioner can terminate services and disengage. What five steps would be necessary to create self-renewal capacity in people and implement successful change? (7)

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