



UNIVERSITY  
OF  
JOHANNESBURG

**FACULTY OF ENGINEERING AND THE BUILT ENVIRONMENT**

**DEPARTMENT OF QUALITY OPERATIONS MANAGEMENT**

**PROGRAM** : BACHELOR OF TECHNOLOGY IN  
MANAGEMENT SERVICES

**MODULE** : ORGANISATIONAL EFFECTIVENESS IV

**CODE** : OEF44A4

**CAMPUS** : DOORNFONTEIN

**JUNE 2015 EXAMINATION**

**DATE** : 2<sup>nd</sup> JUNE 2015

**DURATION** : 3 HOURS

**TIME** : 8:30 am – 11:30 am

**TOTAL MARKS** : 100

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**EXAMINERS** : MR J. MABIZA

**MODERATOR** : DR K. MPOFU

**NUMBER OF PAGES** : 3 PAGES

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**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 TEST.**

**REQUIREMENTS** : ANSWER SCRIPTS.

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## **SECTION A: ANTICIPATING CHANGE**

### **QUESTION 1**

- 1.1 Describe by means of a sketch an organization as a system. To which purpose is an organization designated as a "system" and designed as such? (13)
- 1.2 On the subject of OD Professional ethical and values issues, OD practitioners are to internalize certain values regardless their working fields that may greatly differ. What are these values or areas that they must all internalized? (12)  
[25]

### **QUESTION 2**

- 2.1 Define in detail what organisational development is all about indicating how it can be used in an organisation that you are familiar with. (7)
- 2.2 Use the model of socialization process to describe the different stages a new employee should go through when joining an organization. (6)
- 2.3 The main characteristics of organisational development are to do with change, being collaborative, performance, being humanistic, a systems approach and being scientific. Briefly discuss each of these characteristics with examples from your experience. (12)  
[25]

## **SECTION B: UNDERSTANDING THE OD PROCESS**

### **QUESTION 3**

- 3.1 Resistance to organizational development and change programmes is a complex problem and is made up of many factors and forces. Discuss these factors and forces citing examples. (16)
- 3.2 What is diagnosis when applied to organizational development? (9)  
[25]

**QUESTION 4**

- 4.1 Discuss the suggested intervention process from initial contact with an organization. (10)
- 4.2 What are the issues that are important in evaluating the effectiveness of data collection during the diagnosis process? (5)
- 4.3 Discuss these factors indicating how they can affect the success of a change process. Discuss with the help of a diagram the change model comparing the impact of culture with the degree of change. (10)
- [25]**

**SECTION C: DEVELOPING EXCELLENCE IN INDIVIDUALS**

**QUESTION 5**

- 5.1 Discuss the ailments, actions and reactions that can result from stress. (10)
- 5.2 Organization development intervention strategies can be categorized as those that target individuals, groups, inter-group level and the total organization. Compare and contrast these strategies indicating the range of possible activities that are possible. (15)
- [25]**

**QUESTION 6**

- 6.1 Discuss the main techniques a manager needs to analyze the communications processes in a work group. (6)
- 6.2 Decisions on one's worth and that of others lead to psychological positions on one's self and on others. Discuss the concept of psychological positions and the impact on one's life. (10)
- 6.3 Discuss the technological strategies for organization development intervention. (9)
- [25]**
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