



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

DECEMBER 2014 SUPPLEMENTARY EXAMINATION

DATE : 03rd DECEMBER 2014

DURATION : 3 HOURS

TIME : (SESSION 2) 11:30 - 14:30

TOTAL MARKS : 100

EXAMINERS : MR J. MABIZA

MODERATOR : DR K. MPOFU

NUMBER OF PAGES : 3 PAGES

INSTRUCTIONS: ANSWER **ANY FOUR** QUESTIONS 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.

SECTION A: DEVELOPING HIGH PERFORMANCE IN TEAMS

QUESTION 1

- 1.1 What are the sources of operating problems of work teams?
Discuss them. (8)
- 1.2 Define groupthink and specify when it does occur often. (9)
- 1.3 What is the very broad objective of the purpose of team
development and how can work teams achieve it? (7)
[25]

QUESTION 2

- 2.1 Discuss how goal-setting can drive the bottom line. (9)
- 2.2 Define the six features of intervention by Third-Party Consultation. (8)
- 2.3 What, based on literature and on your opinions, are the main
reasons for implementing management by objectives programmes
in an organization? (8)
[25]

QUESTION 3

- 3.1 Describe how does TQM applies in the development of
organizations. (10)
- 3.2 What Malcom Baldrige National Quality Award is all about? (9)
- 3.3 Define the Reward System (6)
[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 a learning organization? Discuss this considering the characteristics and values of such an organization. (13)
[25]

QUESTION 5

- 5.1 Define in detail the concept of a High-Performing System. Provide its Criteria and characteristics. (15)
- 5.2 What do you know about the third-wave organization? Give its particularities. (10)
[25]

QUESTION 6

- 6.1 Define the fundamentals about the grid organization development program and discuss its six phases in detail. (9)
- 6.2 Discuss in detail the termination and disengagement from the client system. (7)
- 6.3 Discuss using a sketch the strategy-culture mix. (9)
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