



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 : OEF44B4
CAMPUS : DOORNFONTEIN

NOVEMBER 2014 EXAMINATION

DATE : 5 NOVEMBER 2014

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

TIME : 12:30 am – 15:30 am

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

In relation to the need for team development,

- 1.1 What are the basic types work teams can be developed from?
Define these basic types. (8)
- 1.2 Give circumstances that call for task teams to be designated. (7)
- 1.3 Discuss using a sketch situations that contribute to determine
teamwork development. (10)
[25]

QUESTION 2

- 2.1 Define in detail the eight characteristics of groupthink and the
problems tending to result from it. (15)
- 2.2 Discuss in detail the categories of team interaction. (10)
[25]

QUESTION 3

- 3.1 What problems and cautions should be considered when
managing self-managed teams in an organization? (7)
- 3.2 The team development process requires that team development
training meetings be conducted. Discuss in detail the six steps that
can be undertaken for such training meetings. (12)
- 3.3 In your opinion, do you think that self-managed teams can be
successful or not. Discuss citing examples from your experience
or from literature. (6)
[25]

SECTION B: DEVELOPING SUCCESS IN ORGANIZATIONS

QUESTION 4

- 4.1 Discuss the differences between normal organization development change programmes and organization transformation indicating the characteristics of the directive approaches to change that characterize transformation. (8)
- 4.2 Discuss in detail the link between strategy and transformation, indicating how organizations can cope successfully with changing conditions. (7)
- 4.3 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 preferable 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. (10)
[25]

QUESTION 5

- 5.1 What does qualify the Noel Tichy's strategic change management model an important model strategy? By means of the model's sketch, discuss how should strategy to change and uncertainty be solved to return success? (15)
- 5.2 Define system 4 Management and discuss its usefulness. Use a table-sketch to describe the system. (10)
[25]

QUESTION 6

- 6.1 Discuss by means of a sketch the strategies for planned organizational change and give an illustration of an organization you know that went through one of these strategies and successfully implemented change (10)
- 6.2 On what grounds will organizations in future be different from today's organizations when referring to the new term "reconfigurable"? (8)
- 6.3 Describe the termination of the practitioner-client relationship. (7)
[25]
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