



**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** : DFC

**JUNE 2016 EXAMINATION**

**DATE** : 1st JUNE 2016

**DURATION** : 3 HOURS

**TIME** : 8:30 – 11:30

**TOTAL MARKS** : 100

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**EXAMINERS** : MR J. MABIZA

**MODERATOR** : MR M. MBONYANE

**NUMBER OF PAGES** : 5 PAGES

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**INSTRUCTIONS:** ANSWER **ONE** QUESTION IN **SECTION A** AND **ONE** QUESTION IN **SECTION B** (MEANING THAT ONE QUESTION MUST BE CHOSEN FROM EACH SECTION) AND **SECTION C CONSISTS OF QUESTION 5 AND QUESTION 6 WHICH ARE COMPULSORY**) IN THE PROVIDED ANSWER BOOKS. 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 There are various main characteristics of organisational development of which three (3) of them are to do with change. These characteristics are collaboration, performance, and systematic approach. In view of the above statement, distinguish between these characteristics. (9)
- 1.2 Explain your understanding of the Model of Adaptive Orientation in an organisation and illustrate this model by means of a diagram. (8)
- 1.3 Refer to 1.2 and, indicating how the different possible orientations can lead to different adaptive styles in different organisations. (8)

**[25]**

### QUESTION 2

- 2.1 Planned change efforts focus on individual effectiveness, team effectiveness and the total organisational effectiveness. Indicate how management or an organisational development practitioner can ensure that these three levels are optimised for successful change. (9)
- 2.2 In order for an organisation to create a winning culture, managers need to adapt to their managerial style, values and goals to fit the changing demand of the environment influencing the organisation. With this in mind, list and explain briefly any four of key factors in cultural change facing an organisation. (8)
- 2.3 Professional values and ethics are important for organisational development (OD) amongst OD practitioners. On the basis of this statement, explain the four main areas that are important for professional and ethical approaches to improving organisations (8)

**[25]**

## **SECTION B: UNDERSTANDING THE OD PROCESS AND DEVELOPING EXCELLENCE IN INDIVIDUALS**

### **QUESTION 3**

- 3.1 Relate the practitioner to the client and explain items that can be included in a formalisation contract in order to clarify the operating ground rules. (12)
- 3.2 Show by means of the diagram the practitioner-client relationship and compare advantages and disadvantages of External; Internal Practitioner Team. (13)  
**[25]**

### **QUESTION 4**

- 4.1 In any organisation there are surface or overt organisational elements that are easily observed and there are subsurface or covert elements that are obscured. Explain and show using a diagram, the elements and importance of considering these elements. (15)
- 4.2 There are three strategies used by managers to come with change in an organisation. In the light of the statement, explain your understanding of term "behavioural strategies" for organisation development intervention. (10)  
**[25]**
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## **SECTION C: DEVELOPING EXCELLENCE IN INDIVIDUALS AND CASE STUDY**

### **QUESTION 5**

- 5.1 Identify and provide a detailed explanation of how you can implement a group process in an organisation that you are familiar with, by focusing on areas that will make the organisation most effective. (20)
- 5.2 Process interventions are very useful in relating to people so that they learn to solve their own problems and should no longer be the domain of organisation development practitioners only. Do you agree or not? Motivate your answer. (5)
- [25]**

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### **QUESTION 6: CASE STUDY – OD PROCESS AND ANTICIPATING CHANGE**

#### **Bringing Process Sensitivity to build problem solving, team work and other capabilities in a construction Company**

ABC furniture manufacturing company produces tables and chairs for customers. This company was faced with challenges whereby the results were not met as expected.

ABC Company wanted to grow and develop its own internal process sensitivity, initiative, and problem solving capabilities. A consultant was brought in. Initial diagnosis was done adopting development stages involving the top management. The top management then collected more information on many issues. They identified some of the issues like lack of rewards, lack of accountability, absence of employee independence, poor performance planning and development and lack of management appreciation. Top management decided to meet with operational management one quarter each year discuss on more process sensitive development. Top managers and operational managers continued to meet one quarter for each year or so during which period several of them sent their workers for sensitivity training or process labs by South African Society for Applied Behavioral Science (SASABS), conducted role analysis and clarity exercises, redesigned their appraisal system and made many other interventions. Over the next three (3) years the meetings continued and the organisation is considered as having robust processes and interpersonal sensitivity and internal problem solving capabilities.

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The changing of the Performance appraisal system and introduction of the new incentive system was an outcome of these interventions though other consultants were called in for specific projects.

**QUESTION 6**

- 6.1 Identify areas in the case study whether or not the model of solving the ABC Company's problem meets the criteria of OD stages. (5)
  - 6.2 Mention and arrange OD stages with practical example for each stage from the case study. (15)
  - 6.3 Explain what should be implemented to withstand the change in ABC company on the OD Model (5)
- [25]**

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**Section A: 1 question x 25 Marks = 25 Marks**  
**Section B: 1 question x 25 Marks = 25 Marks**  
**Section C: 2 questions x 25 Marks = 50 Marks**  
**Total Marks: Section A, B, C = 100 Marks**

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