FACULTY OF ENGINEERING AND THE BUILT ENVIRONMENT

DEPARTMENT OF QUALITY OPERATIONS MANAGEMENT

PROGRAM : BACHELOR OF TECHNOLOGY IN MANAGEMENT SERVICES

MODULE : **ORGANISATIONAL EFFECTIVENESS 4**
CODE : **OEF44A4**
CAMPUS : **DFC**

JULY 2016 SUPPLEMENTARY EXAMINATION

DATE : 27th JULY 2016

DURATION : 3 HOURS

TIME : 11:30 AM – 02:30 PM

TOTAL MARKS : 100

EXAMINERS : MR J. MABIZA

MODERATOR : MR M. MBONYANE

NUMBER OF PAGES : 5 PAGES

INSTRUCTIONS: ANSWER <u>ONE</u> QUESTION IN **SECTION A** AND <u>ONE</u> QUESTION IN **SECTION B** (MEANING THAT ONE QUESTION MUST BE CHOSEN FROM EACH SECTION) **AND SECTION C CONSISTS OF <u>QUESTION 5</u> AND <u>QUESTION 6 WHICH ARE <u>COMPULSORY</u>**) 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.

SECTION A: ANTICIPATING CHANGE

QUESTION 1

1.1 Managers use organisational contracts with the aim of expecting something from their members especially in terms of polices in place, duties and accountability. In the light of this statement, explain in detail what a psychological contract is. (6)

1.2 There are three (3) criteria that serve as indicators to the effectiveness and health of an organisation. Provide these criteria and explain how they play the vital roles attributed to them for an organisation. (9)

1.3 An organisation is viewed as an open sociotechnical system of coordinated social and technical activities. Name and explain the primary approaches used by this system in an organisation. (10)

[25]

QUESTION 2

2.1 Explain the difference between organisational transformation and organisational development and compare the organisational approach with examples you may have known in in a South Africa context. (8)

2.2 Managers that encourage change to improve the organisational strategy are more likely to succeed if the factors to shape the culture in the organisation can be identified and managed. Three organisational tools are required in the adaptive organisation to make these changes. You are your judgement that the above statement is true by identifying these tools and explaining the reasons why they are required. (12)

2.3 Explain your understanding the term "Future shock" as defined by Toffler. (5)

[25]

SECTION B: UNDERSTANDING THE OD PROCESS

QUESTION 3

3.1   There are various organisational development practitioner skills and activities process used in organisations.   Outline and describe in your understanding any five of these skills and activities process.

(5)

3.2   Show and Interpret by means of a diagram the Organisational Development Practitioner Styles Model focusing on the morale of organization members and effectiveness upon goal accomplishment.

(15)

3.3   Explain how OD practitioners create Climate for Change.

(5)
[25]

QUESTION 4

4.1   The response to the incident of resistance to change tends to move through a life cycle that consists of phases. Elaborate on each phase on how change is progressively brought about.

(9)

4.2   There are five factors that lead to the success of change in an organisation. Identify these factors and explain how they resolutely contribute to successful change in an organisation.

(10)

4.3   There are three broad aspects of concern to the OD practitioner in the selection of appropriate intervention according to the Parkinson's Law. Classify these aspects with their related concerns.

(6)
[25]

SECTION C: DEVELOPING EXCELLENCE IN INDIVIDUALS AND CASE STUDY

QUESTION 5

5.1 The Johari Window Model is an organisation development technique used to identify interpersonal communication style. Explain this model in detail by means of a diagram. (15)

5.2 A new paradigm of changing the role of managers to becoming coaches has been proposed. Explain the reason why you agree or disagree with this statement. (5)

[25]

QUESTION 6: CASE STUDY – OD PROCESS AND

Introducing Performance Appraisal in SAProtoTech:

SAProtoTech approached two consultants from an International Prototypes Builder Firm to assist in designing and implementing a performance appraisal system. The Protium Rapid Prototyping Platform was identified as one of the systems to change as a part of the priorities for action initiative. An internal team designed a preliminary appraisals system after going through the current system and its deficiencies. The consultants studied the system and suggested marginal changes and got approval to change it further through a process of testing it out on internal managers. The change was introduced through a series of workshops to prepare internal resource persons. The internal resources persons were prepared to assist in implementation. Their roles lasted for over three year period. They assisted in preparing manuals and sensing the implementation needs and failures and suggesting corrective action. Over three years period the system was introduced and stabilized the reward and promotions systems were revamped and the output used for recognising good performers. The system brought in role clarity, improving the training system and brought in improved accountabilities though not to a satisfactory level. The system was revised after four years and changes made incorporating the suggestions of \various stake holders. The system lasted for the more next ten years.

6.1 Justify from the case study that the intervention applied in designing and implementing a new performance appraisal system qualifies as an OD intervention (10)

6.2 Identify and explain each OD intervention techniques that may have been applied in intervention of the case study. (15)

[25]

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