



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 : **DFC**

SUPPLEMENTARY EXAMINATION 2019

DATE : JANUARY 2020

DURATION : 3 HOURS (180 Minutes)

TIME : TBC

TOTAL MARKS : 100

EXAMINERS : MR. T. MOKOENA

MODERATOR : DR THOMAS MUNYAI

NUMBER OF PAGES : 4 PAGES

INSTRUCTIONS: ANSWER **ANY FOUR** QUESTIONS IN PROVIDED ANSWER BOOKS AND ENSURE THAT YOUR STUDENT NUMBER APPEARS ON ALL THE WORK THAT YOU HAND IN. **THIS IS A CLOSED BOOK EXAMINATION.**

REQUIREMENTS : ANSWER SCRIPTS.

QUESTION 1

1.1 Groupthink often occurs when the members of a group avoid making harsh judgments of ideas put forward by their leaders or colleagues. Discuss Characteristics of Groupthink and the problems emanating from them.

(16 marks)

1.2 Describe distinct types of activities recognized by the team development process as pointed out by several practitioners.

(4 marks)

1.3 Illustrate with a neat diagram the sources of team operating problems.

(5 marks)

[25 Marks]

QUESTION 2

The potential for conflict depends on how incompatible the goals are, the extent to which required resources are scarce and shared, and the degree of interdependence of task activities. Describe intergroup operating problems, giving real life practical scenario examples to support your discussions.

(25 marks)

[25 Marks]

QUESTION 3

3.1 Briefly describe the concept of Management by Objectives and elaborate the purpose of MBO Programs.

(6 marks)

3.2 Some MBO programs encounter difficulties, depending on variable dynamics encountered during implementation. Debate some criticisms of Management By Objectives.

(8 marks)

3.3 Self-managed work teams may be used organization-wide, at a work site composed of a number of work teams, or within just a few work teams. But to whatever degree they are used, there are several characteristics that are common to all self-managed work team sites. Defend the eleven characteristics of self-managed work teams.

(11 marks)

[25 Marks]

QUESTION 4

4.1 The Baldrige Criteria for Performance Excellence provide a framework for guiding and assessing organizational performance. Determine seven {7} core values and concepts the Baldrige Criteria is based upon.

(14 marks)

- 4.2 Self-managed work teams may be used organization-wide, at a work site composed of a number of work teams, or within just a few work teams. Identify characteristics that are common to all self-managed work team sites.

(11 marks)

[25 Marks]

QUESTION 5

- 5.1 A shared vision provides a starting point for cultural and organizational transition. Demonstrate with a neat diagram the stages involved in developing a shared vision.

(7 marks)

- 5.2 Grid organization development is one of the most widely used change models, which entails approaches to system-wide planned change. Briefly elaborate six {6} grid phases involved in the Grid OD Program.

(18 marks)

[25 Marks]

QUESTION 6

- 6.1 After an OD program has been implemented, the emphasis must be placed upon internalizing and stabilizing the changes so that the new behaviour becomes part of the organization's cultural norms. Discuss three {3} factors related to monitoring and stabilizing action programs of the organization development process.

(15 marks)

- 6.2 As the client system develops a self-renewal capability, its need for an external practitioner should decrease. The OD practitioner therefore considers termination and disengagement from the client system. Determine five {5} steps to successful change, with industry examples from which organization culture and empowered employees emerge.

(10 marks)

[25 Marks]