



FACULTY/COLLEGE	College of Business Economics
SCHOOL	School of Tourism and Hospitality
DEPARTMENT	Hospitality Department
CAMPUS(ES)	APB
MODULE NAME	Organizational Development 1
MODULE CODE	OGD1BB1
SEMESTER	Second
ASSESSMENT DATE	Final exam 9 November 2020
SESSION	From 08h00 Monday 9 November 2020 to 08h00 Tuesday 10 November 2020
ASSESSOR(S)	Ms I Geyser
MODERATOR(S)	Mr M Sibisi
DURATION	6 hours
NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	17 pages

INFORMATION/INSTRUCTIONS:

- This is an open book assessment.
 - **Part one** consist of **50 multiple choice** questions which has to be completed on Blackboard within 50 minutes from starting. **Part 2** consists of 4 essay type questions which **counts 50 marks** should be submitted on TurnItIn.
 - **The total mark for this exam is out of 100 marks**
 - Read the questions carefully and answer only what is required.
 - Number your answers clearly and correctly as per the question paper.
 - Write/ type neatly and legibly and submit on ULink on the TurnItIn page by submissiontime – see above.
 - **The similarity index needs to be less than 15% or the exam will be null and void.**
 - If you are referencing from other sources please provide in-text referencing and a reference list so that the sources can be verified.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

Final exam OGD 2020**1. Multiple choice questions**

1. Ricardo is employed as a waiter in an upmarket restaurant in Cape Town. He earns enough money to pay his rent and buy food for himself and his family. He lives in a relatively safe neighbourhood where he has a lot of friends. According to Maslow's hierarchy of needs, which need would currently be most dominant for Ricardo?

1. Self-actualisation
2. Social
3. Esteem
4. Safety

2. Which of the following early theories of motivation focuses on the relationship between achievement and performance?

1. McGregor's Theory X and Theory Y
2. Herzberg's two-factor theory
3. Maslow's hierarchy of needs
4. McClelland's theory of needs

3. Mandla is a senior manager at a retail company in Johannesburg. He strongly believes that, in order to motivate employees, the company should focus on promotional opportunities, better recognition of employees' achievements, giving employees more responsibility, as well as creating opportunities for personal growth. Mandla is most probably an adherent of which of the following early theories of motivation?

1. Hertzberg's two-factor theory
2. McClelland's theory of needs
3. Self-efficacy theory
4. McGregor's Theory X and Theory Y

4. Janet has been working as a volunteer for a charity that provides food for homeless people in the Durban inner-city area. Janet is very committed to the cause, as she was homeless for a long time. The charity has recently received increased funding and they have decided to employ Janet on a full-time basis at a salary of R20 000 per month. According to cognitive evaluation theory, Janet's employment is likely to:

1. Have no effect on her motivation
2. Decrease her motivation
3. Increase her motivation
4. Substantially increase her motivation

5. In the above example when working as a volunteer, Janet displays a _____ level of self-concordance and is _____ likely to attain her goals.

1. low; less
2. low; more
3. high; less
4. high; more

6. Based on equity theory, an employee who perceives inequity in the workplace is likely to:

1. Leave inputs unchanged
2. Distort perceptions of others
3. Leave outputs unchanged
4. Maintain the same referent as before

7. Distributive justice refers to an employee's perception of the fairness of:

1. The workplace as a whole
2. The process used to determine the distribution of rewards
3. The amount and allocation of rewards among individuals
4. The degree to which the employee is treated with dignity, concern and respect

8. The theory that is based on behaviourism is called:

1. Social-learning theory
2. Reinforcement theory
3. Self-efficacy theory
4. Goal-setting theory

9. Management by objectives (MBO) is a systematic implementation of:

1. Self-determination theory
2. Operant conditioning theory
3. McClelland's theory of needs
4. Goal-setting theory

10. Sarah was recently employed as a junior business consultant. Her manager frequently takes her along with him to clients to see how he advises them. He is convinced that Sarah is a very capable consultant and often gives her encouraging feedback. He is even beginning to let Sarah advise clients on her own so that she can get more direct experience. Her manager's approach follows Albert Bandura's proposed methods to increase:

1. Self-determination
2. Self-efficacy
3. Self-esteem
4. Self-concordance

11. Hackman and Oldham's job characteristics model says that we can describe any job in terms of five core job dimensions. These dimensions are skill variety, task identity, _____, _____ and feedback.

1. task complexity; task significance
2. autonomy; task complexity
3. task significance; autonomy
4. task significance; flexibility

12. Ayanda works for a company producing prosthetic limbs. Once a year, the company arranges an event where employees meet the recipients of the prosthetic limbs and where the recipients give feedback about their experiences with the prosthetics. This is a form of:

1. Representative participation
2. Job sharing
3. Participative management
4. Job enrichment

13. Jason's mother was recently diagnosed with an illness that causes her to have seizures at unpredictable times and requires Jason to be nearby to take care of her. Which of the following alternative work arrangements would be most suitable for Jason?

1. Flexitime
2. Job sharing
3. Telecommuting
4. Job splitting

14. Participative management and representative participation are forms of:

1. Alternative work arrangements
2. Employee involvement programmes
3. Variable-pay programmes
4. Employee recognition programmes

15. James manages a group of employees in a factory producing toys. The employees currently earn just a basic salary. Some of the employees in the group perform very well, whereas others are very lazy and do just the bare minimum. James wants to increase the productivity of the group as a whole. Which pay programme would be best suited for this purpose?

1. Bonuses
2. Merit-based pay
3. Piece-rate pay
4. Gainsharing

16. In the example above, if James wants to do away with the employees' basic salaries and instead link their remuneration directly to their production, he would be using a pay programme known as:

1. eBonuses
2. Merit-based pay
3. Piece-rate pay
4. Gainsharing

17. How do employee stock ownership plans (ESOPs) benefit organisations?

1. Improved cash flow from employees' stock acquisitions
2. Decreased absenteeism and turnover
3. Increased employee satisfaction and innovation
4. Decreased wage and tax expenditures

18. Flexible benefit plans are consistent with which of the following theories of motivation?

1. two-factor theory
2. Expectancy theory
3. Self-determination theory
4. Reinforcement theory

19. Employee recognition programmes are a form of _____ reward. Such programmes are generally _____ for organisations to implement.

1. extrinsic; inexpensive
2. intrinsic; inexpensive
3. extrinsic; expensive
4. intrinsic; inexpensive

20. When asked how she feels about her job, Sasha replies that she feels the work that she does is meaningful. She feels that she is personally responsible for her successes and failures, because she has the freedom to make decisions as she sees fit. She is also very aware of how her job makes a difference at the end of the day. According to Hackman and Oldham, one could conclude from Sasha's psychological states that she is highly:

1. satisfied
2. motivated
3. engaged
4. autonomous

21. Jonas is a manager who has been tasked with designing a structure for his company. He needs to decide to what degree activities will be subdivided into separate jobs. The element of organisational design that will best help him decide this is:

1. Centralisation and decentralisation
2. Departmentalisation
3. Work specialisation
4. Formalisation

22. A _____ span of control is more efficient in terms of cost. A _____ span of control encourages overly tight supervision and discourages employee autonomy and empowerment.

1. narrow; wide
2. narrow; narrow
3. wide; wide
4. wide; narrow

23. In the early twentieth century, managers viewed _____ as an unending source of productivity.

1. departmentalisation
2. work specialisation
3. centralisation
4. chain of command

24. Babalwa owns and manages a small shop in an upmarket Johannesburg shopping mall. She employs two salespeople and a cashier, who all report directly to her. The organisational structure used by Babalwa is known as:

1. Matrix structure
2. Simple structure
3. Bureaucracy
4. Lean structure

25. The matrix structure combines two forms of departmentalisation – function and _____. The matrix structure breaks the _____ concept.

1. process; unity of command
2. process; chain of command
3. product; chain of command
4. product; unity of command

26. Which one of the following statements about the bureaucracy is true?

1. Specialisation is the key concept that underlines all bureaucracies
2. There is no room for modification when cases arise that don't fit the rules
3. Bureaucracy relies on talented junior and middle managers
4. The strength of a bureaucracy is its ability to perform specialised activities in a highly effective manner

27. Which of the following organisational designs has flexibility as its major strength?

1. Matrix structure
2. Boundary-less organisation
3. Virtual organisation
4. Bureaucracy

28. An organisation pursuing a cost minimisation strategy is likely to use _____ structure. Organisations pursuing an _____ strategy will combine both the organic and mechanistic structures.

1. an organic; imitation
2. a mechanistic; imitation
3. an organic; innovation
4. a mechanistic; innovation

29. A mechanistic structure is best suited for an environment that is _____, stable and _____:

1. scarce; simple
2. scarce; complex
3. abundant; complex
4. abundant; simple

30. _____ is the way in which an organisation transfers its inputs into outputs. _____ activities are characterised by automated and standardised operations.

1. Environment; routine
2. Technology; routine
3. Environment; non-routine
4. Technology; routine

31. The need for early recognition of market opportunity is an implication of which one of the following forces for change?

1. Technology
2. Economic shocks
3. Social trends
4. World politics

32. The easiest resistance for management to deal with is usually _____ and _____ resistance.

1. implicit; deferred
2. overt; deferred
3. implicit; immediate
4. overt; immediate

33. Which of the following approaches to managing organisational change involves unfreezing and refreezing the status quo?

1. Lewin's three-step model
2. Kotter's eight-step plan for implementing change
3. Action research
4. Organisational development

34. Which step of the action research approach involves synthesising information into primary concerns, problem areas and possible actions?

1. Diagnosis
2. Analysis
3. Action
4. Evaluation

35. Which one of the following organisational development techniques involves training groups that seek to change behaviour through unstructured group interaction?

1. Process consultation
2. Intergroup development
3. Team building
4. Sensitivity training

36. _____ stressors are associated with workload, pressure to complete tasks and time urgency. Research shows that challenge stressors are likely to produce _____ strain than hindrance stressors.

1. Hindrance; less
2. Challenge; less
3. Hindrance; more
4. Challenge; more

37. Job dissatisfaction is an example of a _____ symptom of stress.

1. physiological
2. behavioural
3. psychological
4. environmental

38. The inverted U relationship between stress and performance proposes that low to moderate levels of stress are likely to cause _____ performance. The model _____ a lot of empirical support.

1. high; has
2. high; doesn't have
3. low; has
4. low; doesn't have

39. Political uncertainty is an example falling into the category of _____ factors that could be a potential source of stress.

1. economic
2. organisational
3. individual
4. environmental

40. Which one of the following organisational development approaches involves efforts to change attitudes, stereotypes and perceptions that groups have of each other?

1. Team building
2. Intergroup development
3. Process consultation
4. Sensitivity training

41. Corné is a manager at a small firm in Cape Town. He does not like Sally and Thandiswa, two of his employees, and often ignores them, excludes them from social situations and makes off-colour jokes at their expense. Which of the following types of training is best suited to improve Corné's behaviour?

1. Ethics training
2. Interpersonal skills training
3. Civility training
4. Basic skills training

42. Julian is working for a company that has sent him on a three day course to improve his technical skills. The course will consist mostly of classroom training, as well as some group interaction and role play. This is _____ form of training, more specifically described as _____ training.

1. an informal; on-the-job
2. an informal; off-the-job
3. a formal; on-the-job
4. a formal; off-the-job

43. Which one of the following purposes of performance evaluation is of particular interest to organisational behaviour research?

1. Helping management make general human resource decisions about promotions, transfers and terminations
2. Identifying training and development needs
3. Pinpointing employee skills and competencies
4. Providing feedback to employees and determining reward allocations

44. In the video-clip on self-care the BDM team focuses on the following aspects of employee job satisfaction. Which one is incorrect?

1. Employee feedback
2. Finding a niche area
3. Workplace bullying
4. Identifying personal and organisational values

45. In the video-clip on organisational change drivers, online shopping is considered an example of:

1. Consumer demand and behaviour
2. Economic climate
3. New technologies
4. Competitive marketplace

46. According to the video-clip on organisational change which of the following is not considered a benefit of organisational change?

1. Operational excellence
2. Smaller revenue
3. Improved quality
4. Superior productivity

47. In the video-clip on information technology an acronym, MIS is used. What does it stand for?

1. Missing information systems
2. Multiple information systems
3. Management information systems
4. Minority information systems

48. According to the video-clip on technological information systems maintaining enough stock, tracking the quantities and triggering an order is an example of:

1. Inventory management
2. Communication
3. Data management
4. Customer relationship management

49. In the video-clip on job enlargement the advantages and disadvantages of this kind of job specification is discussed. Which statement is incorrect regarding job enlargement?

1. Employees are assigned more task variety
2. The variety of tasks reduces employee satisfaction
3. Enlarging an employee's job means also enlarging his/her remuneration
4. Feelings of unfair treatment will prevail if more compensation is not forthcoming when an employee's job is enlarged.

50. In the video-clip on job specialisation, which of the following statements is a disadvantage of job specialisation:

1. Tasks are repetitive leading to increased employee turnover
2. Faster, cheaper and better staffing
3. the best employee specialises in a simple job task
4. job specialisation is a very efficient way of working

Subtotal /50

2. Essay type questions:

2.1. Boss Solutions is a management consulting firm in Cape Town. The company consists of several departments, including accounting, human resources and consultants. The company's management has recently done a survey within its departments to establish how the different departments perceive each other. They were surprised by the results.

The consultants described the human resources department as "a bunch of warm and fuzzy social justice activists who just want to protect the minorities" and the accounting department as "boring number crunchers". The accounting and human resources departments seem to perceive the consultants as "egotistical and Machiavellian wannabe rock-stars".

Management is troubled about these negative stereotypes and wants to implement some changes to remedy the problem.

2.1.1. Discuss the concept of organisational development **(4)** and its underlying values with explanations **(5 x 2=10)**.

2.1.2. Which OD technique **(1)** would, in your opinion **(2)**, be most suited to remedy Boss Solutions' situation?

Subtotal /17

2.2. Training

2.2.1. Describe the four main types of training **(4)** and elaborate on each of them **(4)**. **[8]**

2.2.2. Which type of training **(1)**, in your opinion, is most important in South Africa and why? **(3)[4]**

Subtotal /12

2.3. Samantha recently commenced employment at the Port Elizabeth branch of a large retail chain. As part of her training, she has to work for one week at a time as a cashier, a floor assistant and a goods handler in the despatch department.

2.3.1. Explain the advantages **(4)** and disadvantages **(4)** of job rotation.

2.3.2. Why would Samantha's company use job rotation in training her? **(3)**

Subtotal /11

2.4. The job characteristics model (JCM) proposes that any job can be described in terms of five core job dimensions.

2.4.1. Name **(5)** and describe **(5)** these dimensions.

	Subtotal	/10
Question 1	TOTAL	/50
Question 2	TOTAL	/50
Final total		/100