

BOTSWANA OPEN UNIVERSITY
BACHELOR OF COMMERCE
(HUMAN RESOURCE MANAGEMENT AND INDUSTRIAL
RELATIONS)
ORGANISATIONAL DEVELOPMENT
OD 222
SESSIONAL EXAMINATION
Marks: 100
Duration - 3 hours

Instructions

1. This exam is based on material covered in the course module
2. This exam consists of **Four** sections: A, B, C and D
3. Begin each answer to a new question on a new page
4. Answer questions according to instructions given in each section
5. Write in grammatical English

SECTION A: MULTIPLE CHOICE QUESTIONS

[10 marks]

Answer ALL questions. Each question carries ONE (1) mark.

Choose the best alternative answer.

1. The reason OD has emerged is because the external environment for most organisations is becoming more_____.

- A. Simple and predictable
- B. Complex and dynamic
- C. Bureaucratic and rigid
- D. Subject to manipulation by the firm

2. Which of the following is not a phase in the OD process?

- A. Process maintenance
- B. Diagnosis
- C. Evaluation
- D. Action

3. Which one of the following is not one of the characteristics of OD?

- A. Collaborative approach
- B. Planned change
- C. Decision making
- D. Systems approach.

4. The practitioner-client relationship_____.

- A. Sets the tone of the program
- B. Includes the organisational unit to be studied
- C. Should be planned and developed
- D. All of the above

5. Reengineering, as an OD intervention, incorporates _____.
- A. Work design
 - B. Centralisation
 - C. Products or services design
 - D. Reassigning decision making to employees most technically competent
6. The following are steps in the Kurt Lewin's model of change except _____.
- A. Unfreezing
 - B. Refreezing
 - C. Movement
 - D. Achieving terminal relationship
7. Survey feedback interventions are most effective _____.
- A. For a long range planning
 - B. When used with T-group analysis
 - C. When used in conjunction with other OD activities
 - D. All of the above
8. A system wide intervention examines _____.
- A. The organisation structure
 - B. Processes and flows within the organisation.
 - C. Interactions and integrations within the system
 - D. All of the above
9. Which of the following is not one of the characteristics of OD?
- A. Collaborative approach
 - B. Decision making
 - C. Systems approach
 - D. Planned change

10. The deepest level of organisation interventions is concerned with _____.
- A. Technique-structural issues external to the individual
 - B. Activities that allow the individual to analyse their own behaviour
 - C. Activities that are geared to helping the individual to discover hidden aspects of their personality and relationships
 - D. Activities that relate to fundamental aspects of the individual personality

SECTION B: TRUE OR FALSE QUESTIONS

[10 marks]

Answer ALL questions. Each question carries ONE (1) mark.

State whether each of the following statements is TRUE or FALSE.

1. The Organisation Development practitioner tends to make assumptions about people and organisations, which in most cases tend to influence the practitioner's work.
2. Unfreezing as the final step in the three steps model is designed to consolidate the new behaviours, values and beliefs in order to maintain the new equilibrium.
3. The action research model does not call for feedback information to the organisation in order to prevent confusion.
4. Using the survey feedback with other intervention procedures usually produces effects that are more successful and long-range than using only the feedback method.
5. The essence of evaluative learning is that organisational members explicitly consider what they think, say, and do in the context of their work or environment.
6. A business culture may be described as the beliefs that prevail in an organisation about how a business should be conducted and how employees should behave and be treated.
7. Determining current performance gaps is an activity in the planning phase of the benchmarking process.
8. As an educator, a consultant essentially serves as a researcher, through interviewing, observing, or conducting a questionnaire survey.
9. Both planned change and systems approach are used in organisation development.
10. The objective of OD techniques is to focus on a small segment of an organisation so that it will not impact the rest of the system.

SECTION C: SHORT ANSWERS QUESTIONS. [40 marks]

This section consists of short answer questions based on a short case. Answer all questions. The marks for each question are shown in the brackets.

QUESTION

Read the short scenario below and answer the questions that follow.

Keboneng Industries is a manufacturing organisation that has been struggling with quality issues recently. In an effort to address this, it has implemented a series of practices aimed at reducing defects, meeting product specifications consistently and reducing customer complaints. Despite these efforts, Keboneng Industries's sales are declining and it has lost some of its major customers to its competitors. After various attempts failed to improve matters, Keboneng Industries appointed a management consultant to identify the reasons for declining sales and the loss of customers.

Following a detailed investigation, the management consultant's report identified that:

- Other companies within the same industry have undertaken Total Quality Management (TQM) programmes and have, as a result, achieved significant improvements in quality, productivity and financial returns. The report's overall conclusion is that TQM needs to be implemented within Keboneng Industries as a matter of priority and that culture change is needed in order to adopt the TQM concept more fully.

Keboneng Industries's Chief Executive who made clear his intention to bring about change as soon as possible accepted the report's findings. Some progress has already been made:

- The workforce was called together and a full briefing on the management consultant's findings was given.
- A series of focus groups comprising different members of the workforce was organised to discuss the need for change.
- The Chief Executive announced a commitment to TQM training for all staff.
- An announcement was made that a Quality Committee and quality circles will be operating within the next six months.

The focus group meetings have revealed mixed staff attitudes towards the initiative. Whilst some are very supportive of the idea, others remain unconvinced. Some managers fear a loss of control, whilst some of those employed on the production line fear that they will not be given enough time to undertake training and attend meetings. There have also been questions among these workers about what this TQM is; whether it is a way of management to take away their jobs. There is also some doubt that the initiative will be properly implemented because of Keboneng Industries's poor past record in bringing about change.

1. State four characteristics that we should see in Keboneng Industries as they implement total quality management concepts and practices. (4 marks)
2. Explain how Kurt Lewin's change model might be helpful when introducing TQM in Keboneng Industries. (9 marks)
 - Freezing
 - Unfreezing
 - Momentum / Achieving
3. a) The staff seems very reluctant to readily accept the proposed change. If this is not addressed timeously, state any four actions that the staff could engage in to signal their displeasure in the proposed change. (4marks)
 - Resistance
 - Strike
- b) What can the management do to reduce the potential resisting forces raised by the employees? (6 marks)
 - Training
 - Rewards
 - Communication
 - Commitment
4. a) What factors would the management of Keboneng have to consider in deciding whether to use an external or an internal OD consultant? (6 marks)
- b) Looking at the fears and attitudes of the staff towards the new initiative, what roles should the OD consultant assume in order to help Keboneng industries to effectively bring about the desired change? (6 marks)
5. Examine what the management of Keboneng Industries needs to do to create and sustain an organisational culture that embraces TQM. (5 marks)

SECTION D ESSAY TYPE QUESTIONS

[40 marks]

There are three essay questions in this Section. Answer any two questions. Each question carries 20 marks

Question 1

In the present era, organisations have to thrive in the midst of fast changing environments. One way the management can ensure survival of their organisation is to run them as learning organisation. Using organisational examples, illustrate how managers can make their organisations learning organisations. **(20 marks)**

- On e Job -
- Coach
- Mentor
- Mentors

Question 2

Illustrate the processes that occur in the five stages of the Survey Feedback model OD intervention. **(20 marks)**

Question 3

The vision of Botswana Open University (BOU) is: “*Inspired Excellence and Empowered Learners for Life-Long Learning*” Assess the effectiveness of this vision and advice the leadership of BOU on how they can keep this vision relevant. **(20 marks)**