BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

ZIMBABWE OPEN UNIVERSITY

Bachelor of Commerce in Human Resources Management and Industrial Relations

Course Name: Organisational Change and Development

Course Code: OC 101

SESSIONAL EXAMINATION

Marks: 100

Duration: 3 hours

Instructions to candidates:

1. This examination consists of **four** sections A, B, C and D.
2. Begin each answer to a new question on a new page.
3. Answer according to instructions given in each section.
4. Write answers in the booklet provided.
5. Write in grammatical English.

SECTION A: (10 Marks)

This section contains 10 True/False questions. Answer all questions by indicating True or False on the following statements. Each question carries one mark.

1. The OD practitioner is always a member of the organisation so that the issue of trust is satisfied.

2. OD practitioners may be either internal or external OD practitioners.

3. The action research model does not call for feedback information to the organisation in order to prevent confusion.

4. The use of either explicit coercion is to be absolutely avoided in an OD programme.

5. Using the survey feedback with other intervention procedures usually produces effects that are more successful and long-range than using only the feedback method.

6. In learning organisations, people are free to try experiments, take risks and openly assess the results.

7. The freezing stage of Kurt Lewin's three-step model involves consolidation of new level of behaviour to create stability and lasting change.

8. Because the goals of the change programme are worthwhile, people will naturally support the change programme.

9. Survey research and feedback involves the use of questionnaire surveys to help determine the attitudes of members to the functioning of the organisation.

10. Resistance to change occurs at all levels of an organisation.

SECTION B: (10 Marks)

This section contains 10 multiple choice questions. Answer all questions by choosing the best answer from the given alternatives. Each question carries one mark.

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. In organisation development, a practitioner must consider not only organisational goals and resources, but also_____.

A. Market share

B. Cash flows

C. The external environment

D. The individual needs

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. Which of the following regarding change process is true?

A. The greater the degree of change, the easier it is to implement

B. The greater the impact of the change on the existing norms, the greater the amount of resistance

C. The shorter the time frame in which change is introduced, the more the chance of success.

D. The greater the level of satisfaction of the employees with the current situation, the greater the motivation to change.

7. _____is a change process based on the systematic collection of data and then selection of a change action based on what the analysed data indicate.

A. Action research

B. Survey feedback

C. Team building

D. T groups

8. The following are external factors that force organisations to change except_____.

A. Economics

B. Equipment

C. Market conditions

D. Government laws and regulations

9. _____ involves being able to capitalise on the knowledge members of the organisation have that might not be written down or codified in formal documents.

A. Innovation

B. Organisational learning

C. Organisation development

D. Knowledge management

10. Persons who act as catalysts and assume the responsibility for managing change activities are referred to as_____.

A. Change Agents

B. Influencers

C. Managers

D. Leaders

SECTION C: (30 Marks)

There are three short answer questions in this section. Answer all questions. The marks for each question are shown in the brackets.

QUESTION 1

State the situations in which each of the following OD interventions would be suitable.

(a) Job redesign	**(2 marks)**
(b) Process consultation	**(2 marks)**
(c) T-groups	**(2 marks)**
(d) Teambuilding	**(2 marks)**

QUESTION 2

Explain five characteristics of companies that implement TQM concepts and practices.

(5 Marks)

QUESTION 3

a) (i) Define organisational learning. **(4 Marks)**

(ii) State five characteristics of a learning organisation. **(4 Marks)**

(iii) State five benefits of organisation learning. **(4 Marks)**

b) State the processes that occur in the five stages of the Survey Feedback model of OD intervention. **(5 Marks)**

SECTION D: (50 Marks)

There are three scenario-based questions in this section. Answer any TWO questions. Your answers should address the issues in the scenarios as much as possible. Each question carries 25 marks.

QUESTION 1

The marketing division of the ABC (LTD), a company that prides itself for being innovative, has undergone two reorganisations in the past two years. Initially, its structure changed from a departmental one, in which employees were organised according to departments, to a matrix form, in which employees from several different departments reported both to their own manager and to a project manager. But the matrix structure did not satisfy some departmental managers. In reaction to this, the marketing manager revised ABC's structure back to the departmental form.

After the change, some problems began to surface. Since these problems affected their services to customers, project managers demanded a change in the organisational structure— probably again toward a matrix structure. Faced with this demands from project managers, the vice-president is pondering another reorganisation. He has just heard that it is possible to use an outside consultant to help him in the reorganisation plan.

You are a newly appointed Human Resources Coordinator. The vice-president has approached you for advice on the use of a consultant and whether the matrix structure is a good idea.

Write a report advising the vice-president on these issues. Your report should include the following:

a) The skills and competencies he should look for in a consultant. **(5 Marks)**

b) The pros and cons of using an external or an internal consultant in the process. **(12 Marks)**

c) How the matrix structure can be useful in fostering innovation in the company. **(8 Marks)**

QUESTION 2

You are the change agent called in to help a local restaurant find out why its sales are not increasing. The restaurant's major problem is a low level of repeat business—customers just don't seem to return often. After visiting the restaurant several times posing as a customer, you discover that there seems to be a high level of conflict between the chefs in the kitchen and the waiters, and a high level of conflict among the waiters. The chefs are also playing favourites with the waiters to get a share of their tips; waiters who give the chefs a cut of their tips get better food for their customers than those who do not, and their customers are served quicker.

Unfortunately, customers notice the strife between employees and react to it negatively. That means smaller tips for both waiters and chefs and fewer repeat customers for the restaurant.

a) Describe how you can use action research to manage the change process. In your discussion, clearly indicate:

(i)   What action research is?

(ii)   Why you think it is appropriate in this situation?

(iii)   How you would use it to:

- Diagnose, gather, and analyse data from the client group
- How you will give feedback to the client group?
- Move forward
- What criteria will you use to evaluate the change process?

(25Marks)

QUESTION 3

The board of directors at PQR (LTD), a large telephone company, wants its executives to make the organisation more environmentally friendly by encouraging employees to reduce waste in the workplace. There are also expectations by government and other stakeholders for the company to take this action and be publicly successful. Consequently, the managing director wants to significantly reduce the use of paper, as well as refuse and other waste throughout the company's many widespread offices. Unfortunately, a survey indicates that employees do not value environmental objectives and do not know how to "reduce, reuse and recycle."

As the executive responsible for this change, you have been asked to develop a 'road map' that might bring about meaningful behavioural change towards these environmental goals. Where appropriate, this 'road map' should:

a) Highlight the urgency to change.   **(4 Marks)**

b) Discuss the likely reasons for the resistance to change at the organisational and individual levels you will likely encounter.   **(10 Marks)**

c) Develop a set of strategies for reducing the forces restraining the change.   **(5 Marks)**

d) Suggest strategies to refreeze the situation to support the change initiative.   **(6 Marks)**

END OF THE PAPER!