



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF MANAGEMENT

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT HONOURS	
COURSE CODE: ADC812S	COURSE NAME: ADVANCED ORGANISATION DEVELOPMENT AND CHANGE
DATE: JANUARY 2023	PAPER: 2nd OPPORTUNITY EXAMINATION
DURATION: 3 HOURS	MARKS: 100
EXAMINER:	Ms. Enzy Kaura & Mr O Sikopo
MODERATOR:	Dr S Amunkete

INSTRUCTIONS

1. Answer ALL the questions.
2. Write clearly and neatly.
3. Number the answers clearly.
4. The paper consist of 3 pages including the cover page.

SECTION A

Question 1

Read the case scenario below and answer the questions.

A Work-Out Meeting at General Electric Medical Systems Business

As part of the large-scale change effort, former CEO Jack Welch and several managers at General Electric devised a method for involving many organization members in the change process. Work-Out is a process for gathering the relevant people to discuss important issues and develop a clear action plan. The program has four goals: to use employees' knowledge and energy to improve work, to eliminate unnecessary work, to build trust through a process that allows and encourages employees to speak out without being fearful, and to engage in the construction of an organization that is ready to deal with the future.

At GE Medical Systems (GEMS), internal consultants conducted extensive interviews with managers throughout the organization. Many challenges were revealed. Employees expressed dissatisfaction with existing systems, some quoted that they were frustrated and that they need help on how to delegate and operate on the new culture. In addition to the interviews, Jack Welch spent some time at GEMS headquarters listening to and trying to understand the issues facing the organization. Based on the information compiled, about 50 GEMS employees and managers gathered for a five-day Work-Out session.

The participants included the group executive who oversaw the GEMS business, his staff, employee relations managers, and informal leaders from the key functional areas who were thought to be risk takers and who would challenge the status quo. Most of the work during the week was spent unravelling, evaluating, and reconsidering the structures and processes that governed work at GEMS. At the end of the week, the senior management team listened to the concerns, proposals, and action plans from the different teams. The five-day GEMS session ended with individuals and functional teams signing close to a hundred written contracts to implement the new processes and procedures or drop unnecessary work.

QUESTIONS

- 1.1 On which model/intervention is the Work-Out process based? Motivate your answer. (4)
- 1.2 At which level is intervention applicable? (2)
- 1.3 Discuss the application stages of this intervention. Relate your answer to the case scenario. (20)

QUESTION 2

As an organisation development consultant you will be expected to resolve dysfunctional intergroup conflict. What is the procedure that you are going to follow according to Blake and his associates? (20)

QUESTION 3

- 3.1 Work life balance is a topic that has gained popularity over the past years. Identify the challenges that employees might experience on work life balance. (5)
- 3.2 Despite the challenges, management and employees can benefit from work-life balance. Discuss the benefits to management and employees in detail. (5+5=10)

QUESTION 4

Assess the following two major applications of work designs.

- 4.1 Motivation Approach (12)
- 4.2 The Socio-Technical Systems Approach (12)
- 4.3 Assess the parallel structures as a major application of employee involvement and critically analyse how it can be applied to ensure effective involvement of employees in an organisation? (15)
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