Question 1:
Identify and discuss factors that OD practitioners need to consider for change interventions to be effective. (8)

- OD practitioners need to check whether the organization is ready for change or not
- The OD practitioners also need to ascertain whether the organization has the capability to effect the envisaged change in terms of the required resources among other requirements
- The OD practitioners also need to consider the cultural context of the organization to determine resistance of change among other factors and how to mitigate against such factors, and
- The OD practitioner also need to consider the skills and the experience that the change agent holds in order to effect change effectively.
Question 2:

With the aid of a table, discuss the 6 human process interventions and organizational levels to which they apply. (15)

Answer:

<table>
<thead>
<tr>
<th>Interventions</th>
<th>Individual</th>
<th>Group</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process consultation</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Third-party intervention</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Team Building</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organisation confrontation meeting</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Intergroup Relations Meetings</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Large Group Interventions</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

After filling in the table as shown above, the learners commence the brief discussion.

Question 3:

List and briefly discuss any seven (7) guiding principles that guide the actions of the process consultant (7).

Answer: (Learners identify and briefly discuss the given guiding principles):

- Always be helpful
- Always stay in touch with the current reality
- Access your ignorance
- Everything that you do or action is an intervention
- The client owns the problem and the solution
- Go with the flow
- Timing is crucial
- Be consistently optimistic with confrontive interventions
- Everything that you get is information
- When in doubt share a problem.

Question 4: Discuss four (4) key dilemmas of large group interventions (6)

Answer: (Students must discuss the 4 dimensions)

- Voice – relates to the problem of encouraging participation and then being overwhelmed by the fact that each person wanting to speak their minds.
- Structure – relates to how tightly or loosely should the meeting be structured.
- Ego-centric – relates to the problem of people holding onto or only wanting to consider their viewpoints as opposed to the views of others.
• Emotional contagion – relates to group think or mob psychology where many people take the frustrations and excitement of others as opposed to their own emotions. (The students need to discuss the above given.)

Question 5: Discuss the advantages of a functional organization structure. (4)

Answer: (These advantages should be discussed):
• Promotes skill specialization
• Reduces duplication
• Enhances career development for specialists within large departments
• Facilitate effective communication and performance because superiors share expertise
• Exposes specialists to others within the same specialty

Question 6: Discuss the advantages of a process organization structure. (8)

Answer: (The students must discuss the given points):
• Focuses resources on customer satisfaction
• Improves the speed and efficiency dramatically
• Adapts to environment change fast and rapidly
• Reduces boundaries between departments
• Increases the ability to see the total workflow
• Enhances employee involvement
• Lowers costs because less overhead costs registered

Question 7: Identify and briefly discuss the four (4) key elements that promote employee involvement. (4)

Answer: (The answer must be briefly discussed).
• Power – employees must be empowered or given the latitude to make job related decisions
• Information – employees must have access information necessary for decision making. They must not be starved of information at all.
• Knowledge and skills – employees must always be provided with education and development opportunities that develops their mental horizons and help them perform more efficiently.
• Rewards – the organization must also provide meaningful opportunities for employee involvement as well as bouquet of rewards (Total rewards) which keeps them motivation and propels them to want to go the extra mile. (All the above must be briefly discussed.)
Question 8: With regards to work design, articulate the terms given: (6)

Answer:

- Skills variety – Number and type of skills needed or used to perform a specific task
- Task identity – the degree or extent to which an individual performs a whole piece of work
- Autonomy – the amount of interdependence, freedom, latitude, room and discretion that an employee has in exercising decision making in his/her tasks.