



**BACHELOR OF FINANCIAL SERVICES
END SEMESTER EXAMINATION
BFS 2203: ORGANIZATIONAL DYNAMICS**

Date: Tuesday, 18th January 2022

Time: 2 Hours

INSTRUCTION(S)

1. Answer question ONE and any other TWO questions
2. Question ONE carries 30 marks
3. ALL other questions carry 15 marks each

QUESTION ONE

A small group of teachers, employed at a large community special needs school, were unhappy about their work environment and would meet daily during lunch to discuss the situation. There had been a recent change in the school's management, which caused a high level of uncertainty and anxiety among the teaching staff. The teachers felt overworked as a result of the industry's current shortage of special needs teachers. Their wages and benefits had been stagnant, with no salary market adjustments for the past two years. The teachers saw the situation as management requiring them to do more work with fewer resources, with no appreciation or recognition of their efforts.

Whenever the teachers approached management with their concerns, they perceived them as falling on deaf ears since no changes were made. Feeling like they had no other choice, the teachers contacted a labour union.

The labour union began an organizing effort in the community school shortly, thereafter, holding an aggressive campaign over a six-week period. There was tremendous peer pressure, as some of the well-respected teaching staff became active leaders for unionization, although they were not part of the initial group of teachers who had contacted the union. The election was held, and the union was voted in by two-thirds of the teaching staff. In the weeks that followed, the original group of teachers remarked that they were surprised by the union's victory; they had only wanted to scare management into making changes to their work environment.

- a. Using facts from this case, answer the following questions;
 - i. If you were part of the management, how would you have responded to the teachers?

(2 marks)

- ii. Using Blake and Mouton's Leadership Grid, explain the leadership style displayed by the management to the teaching staff (8 marks)
- iii. Critically analyze Likert's management style and Blake and Mouton's Grid bringing out why the two frameworks are both still being used by organization's today (20 marks)

(Total 30 marks)

QUESTION TWO

- a) "Nothing unmask a man like his use of power" Elbert Hubbard

Considering this;

- i. Define Power (1 mark)
- ii. Giving examples discuss *five (5)* sources of power as identified by French and Raven (10 marks)
- iii. Politics is the process of gaining and using power. By giving practical examples, discuss *two (2)* political behaviors in an organization (4 marks)

(Total 15 Marks)

QUESTION THREE

In today's fast changing environment, organizations no longer have the luxury of waiting to see what happens. In fact, 'late adopter' is the same thing as 'out of business'.

Considering this;

- a) Define Organizational Development (OD) and discuss two (2) key features of OD (3 marks)
- b) Discuss *three (3)* trends shaping change in organizations (6 marks)
- b) Discuss *four (4)* ways in which organizations are responding to the changes and the role of OD in helping organizations change (6 marks)

(Total 15 Marks)

QUESTION FOUR

Tuckman (1965) postulated that groups move through several stages of development. He came up with a 5-stage model. Discuss this model and the role of a manager in each of the stages
(15 Marks)

QUESTION FIVE

“The only thing of real importance is that leaders do is to create and manage culture. If you do not manage culture, it manages you and you may not even be aware of the extent to which this is happening” Edgar Schein.

- a) Using a diagram describe how organizational culture forms in an organization
(10 marks)

- b) Explain *five* (5) strategies an Organizational Development (OD) practitioner can use to overcome resistance to change in an organization
(5 marks)

(Total 15 Marks)