

UNIVERSITY OF FORT HARE

ORGANISATIONAL BEHAVIOUR IPS 324

DEGREE SUPPLEMENTARY EXAMINATION 2025

Time: DURATION: 3 HOURS
Subject: IPS324 Organisational Behaviour
Marks: 100

Internal Examiners

Mrs N Gwala
Dr M Ford



External Examiners

Dr T Harry

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INSTRUCTIONS

1. Answer ALL QUESTIONS.
2. LABEL your ANSWER BOOKS correctly.
3. Enter the correct question number for each answer.
4. Enter the numbers of the questions answered on the front cover of your answer books.
5. Indicate the number of answer books handed in on the front cover of each book.
6. Write clearly.
7. Read the questions and answer the questions that follow.
8. Read the case studies and answer the questions that follow.

SECTION A
SHORT ANSWER QUESTIONS

QUESTION 1 [30 MARKS]

1. Analyse how power and organisational politics influence decision-making and employee morale in South African organisations. . **[6]**

2. Using transformational leadership theory, explain how ethical leadership behaviour can strengthen employee trust and commitment during organisational change. **[6]**

3. Discuss three communication strategies managers can use to overcome resistance and enhance collaboration when implementing new policies. **[6]**

4. Evaluate how work-related stress can impact employee performance and suggest one intervention to address it. **[6]**

5. Critically analyse how organisational development interventions contribute to long-term sustainability and continuous improvement in South African organisations. **[6]**


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SECTION B

CASE STUDIES – [70 MARKS]. ANSWER BOTH CASE STUDIES

QUESTION 2 – Case Study 1: [35 MARKS]

Read the case study and answer the questions that follow:

MediHealth Group

MediHealth Group is a privately owned healthcare organisation based in Durban, operating five regional hospitals and several wellness clinics across KwaZulu-Natal. The company built its reputation on patient-centred care and strong ethical values. Over the past three years, however, MediHealth has faced operational inefficiencies, high staff turnover among nurses, and declining morale.

A recent employee-engagement survey revealed that many staff members feel disconnected from management and view the new performance-management system as punitive rather than developmental. Doctors and nurses have complained about poor communication, while administrators believe that leadership decisions are inconsistent and overly bureaucratic.

The newly appointed CEO, Ms Zandile Khoza, comes from a finance background and is under pressure to stabilise costs while maintaining the quality of care. She soon discovers silos within departments, role duplication, and growing tension between clinical and administrative teams. She introduces digital-record systems and a flatter structure to improve coordination, but resistance quickly emerges, particularly from long-serving employees who fear job loss and the loss of professional autonomy.

To address the tension, Ms Khoza brings in a human-resources consultant who recommends strengthening transformational leadership behaviours, promoting teamwork across functions, and embedding a culture of open communication. Despite some progress, mediations between unions and management remain fragile, and the CEO must balance ethical leadership, change management, and employee well-being while keeping MediHealth financially sustainable.

Questions (Answer all)

1. Analyse two leadership changes evident in MediHealth's current management approach and discuss their likely effects on employee morale. [6]
2. Apply Emotional Intelligence (EI) principles to recommend three ways in which senior management could rebuild trust and empathy within the teams. [7]
3. Evaluate how communication breakdowns have contributed to conflict and uncertainty during MediHealth's restructuring. [6]
4. Using the Path Goal Theory, explain how a situational leadership approach could improve performance and accountability. [8]
5. Recommend three organisational-level development interventions that could strengthen employee wellness, reduce burnout, and improve commitment across departments. [9]



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SECTION B

QUESTION 3 – Case Study 2: [35 MARKS]

Read the case study and answer the questions that follow:

TransLogix SA

TransLogix SA is a mid-sized logistics and freight-management company headquartered in Port Elizabeth, employing more than 700 people across its distribution centres and transport depots. The organisation has traditionally relied on paper-based scheduling and manual coordination among its warehouse, transport, and customer service divisions.

After a new wave of regional competitors adopted advanced tracking technology and sustainable fleet solutions, TransLogix began losing clients due to delayed deliveries and poor communication. In response, the Operations Director, Mr Lethabo Motaung, proposed a company-wide transformation strategy: introducing a digital fleet-tracking system, hybrid work options for administrative staff, and a “Green Miles” programme aimed at cutting carbon emissions by 30 % over five years.

However, the transition has been turbulent. Drivers fear technology will be used to monitor them unfairly; supervisors complain about workload increases; and union representatives accuse management of pushing change without proper consultation. Younger employees appear more adaptable but express frustration about the slow decision-making culture. Mr Motaung must now balance innovation, participation, and productivity while maintaining trust and performance across all regions.

Questions (Answer all)

1. Analyse how organisational culture and power dynamics may either support or undermine the implementation of new technology at TransLogix. [7]
2. Discuss two sources of resistance to change in this scenario and propose strategies for overcoming each of them. [6]
3. Evaluate the effectiveness of the CEO's transformational leadership style in driving digital adoption and cultural alignment. [8]

4. Explain how effective team communication and participation could improve innovation and reduce employee fear of automation [6]
5. Recommend two long-term organisational development (OD) interventions to help TransLogix sustain digital transformation and enhance competitiveness in the logistics industry [8]

End of Paper



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