UNIVERSITI UTARA MALAYSIA

PEPERIKSAAN AKHIR
SEMESTER KEDUA SESI 2000/2001

KOD/NAMA KURSUS : SH3053 PENGEMBANGAN ORGANISASI
TARIKH : 22 FEBRUARI 2001 (KHAMIS)
MASA : 9.00 – 11.30 PAGI (2 ½ JAM)
TEMPAT : DMS, TE

ARAHAN :
1. Kertas soalan ini mengandungi DUA (2) Bahagian iaitu Bahagian A dan B di dalam TIGA (3) halaman bercetak.
2. Bahagian A adalah soalan WAJIB dijawab berdasarkan artikel yang diberikan.
3. Bahagian B : Anda dikehendaki menjawab TIGA (3) soalan sahaja.
4. Semua jawapan hendaklah ditulis di atas kertas jawapan yang disediakan.

NO. MATRIK :
(dengan perkataan) [Blank]
(dengan angka) [Blank]

NO. KAD PENGENALAN :
[Blank]

NAMA PENSYARAH :
[Blank] KUMPULAN :

JANGAN BUKA SOALAN INI
SEHINGGA DIBERI ARAHAN

SULIT
SH 3053 – PENGEMBANGAN ORGANISASI

Bahagian A: Sila jawab soalan di bawah berdasarkan artikel yang diberi.


Sebagai seorang pengamal OD dan juga agen perubahan, apakah pengajaran yang boleh anda ambil dari pandangan-pandangan yang dikemukakan oleh Kanter dalam artikel tersebut untuk melaksanakan program-program perubahan dalam sesuatu organisasi? Sila kaitkan teori-teori serta konsep-konsep perubahan dalam jawapan anda.

(40 markah)

Bahagian B: Sila jawab tiga (3) dari empat (4) soalan di bawah.


(20 markah)

2. Berdasarkan kepada definisi Pembangunan Organisasi, apakah kritikan serta komen anda terhadap intervensi *downsizing*?

(20 markah)

3. Reka bentuk struktur sesuatu organisasi yang dapat dilihat melalui carta organisasi berkenaan boleh menyebabkan wujudnya sempadan-sempadan (*boundaries*) dalam organisasi berkenaan yang menyebabkan terjejasnya produktiviti serta keberkesanan organisasi berkenaan.

Bincangkan (i) apakah sempadan-sempadan tersebut dan (ii) apakah rekabentuk struktur yang sesuai untuk mengurangkan sempadan-sempadan tersebut?

(20 markah)

4. Bincangkan bagaimanakah pendekatan penglibatan pekerja (*employee involvement approach*) dapat membantu meningkatkan prestasi organisasi serta kesejahteraan pekerja (QWL) dalam organisasi berkenaan?

(20 markah)
Leadership 2000

Management expert Rosabeth Moss Kanter is a professor of business administration at the Harvard Business School. She has also taught at Brandeis, Harvard, and Yale universities. Kanter has written more than 150 major articles and 12 books, including World Class: Thriving Locally in the Global Economy and When Giants Learn To Dance (which received the Johnson, Smith & Knisely Award for New Perspectives on Executive Leadership).

Abernathy: What are the main challenges for today's leaders?
Kanter: The challenges are the same for all leaders. They have to be relationship-oriented and smart. Part of leadership is the ability to see new things and communicate in a powerful and inspiring way. Leaders have to be able to look at a lot of data and experiences, then have new insight that inspires others to take action. Leaders, wherever they are, lead by virtue of the relationships they're able to build—that people believe in, trust them, and are willing to follow them. And they lead by virtue of the power of their ideas.

Abernathy: How do organizational leaders get past the rhetoric of change?
Kanter: They put actions behind their words; talk is cheap. Leaders who do the best job of leading change—first of all, they have a vision of where they want to go that's well-articulated, communicated widely, and communicated repeatedly. That way, everyone has a sense of the destination. There's no point in talking about change if you don't know where you want to go.

Second, they look for exemplary practices—innovations—that are already occurring in the company that reflect the new way that they want to operate. Leaders put those in front of people as tangible models of what can be done.

Third, they organize to manage a change process in which projects help move the company to a new state of being. And they put real resources into it.

Abernathy: How do they get the needed buy-in?
Kanter: One of the best ways is to begin with the needs, interests, and points of view of the people in an organization and use that to guide changes. You don't announce a new vision or new changes until people have been asked, "What do you think? What are the challenges facing you in your job? What are the new opportunities or threats that come from the external environment?" The best way to get buy-in is to involve people in the process of defining the future.

Abernathy: Are today's leaders and managers doing that?
Kanter: All good leaders do that and have always done it. They always listen to their followers. That's not new. We have, however, been through a period over the last 10 years or so in which some companies had to change so urgently that executives came in—sometimes from outside—to lead a change revolution. They ignored people in the organization and cut, slashed, burned, downsized, and bought and sold businesses without their involvement. That's a different kind of change. I distinguish between two kinds of change actions.

One I call bold strokes. They're things that leaders can, by and large, do by themselves, such as deciding to buy or sell a company. Obviously, other managers have to be involved in the decision, but it's fairly narrow. Bold strokes are things you can do with the stroke of a pen.

The other kind of change I call, long

A Conversation

Rosabeth Moss>About

Abernathy: How do leaders plan for a long march?
Kanter: Leading a long march is more complex than a bold stroke. It requires more trust in people. It requires having a team to help guide the march. It requires the personal involvement of the CEO and other organizational leaders. So, it requires more widespread leadership throughout the company.
Training & Development talked with this prominent business thinker about change-adept organizations, bold strokes, and long marches.

With Kanter Leadership

By Donna J. Abernathy

Abernathy: How do you recognize a change-adept organization?
Kanter: A change-adept organization is one that is constantly investing in three things: One is innovation. You can look at how many experiments an organization has underway at any one time. How many projects are people doing that are pushing them in new directions and teaching them something new?

Two, the organization is attuned to learning and professionalism. It's constantly getting better at what it's already doing, especially serving its customers. My slogan for a change-adept organization: Do it better the second time. That's a play on the quality slogan, Do it right the first time. That is, change-adept organizations are constantly improving on what they're doing and spreading that knowledge through an organization.

You know an organization is going to be good at handling change whenever it spends more time educating people, exchanging best practices, looking for the best model or role model, and making sure that the models are spread to other places. It's attuned to learning.

Three, a change-adept organization is better at collaboration. It works closely with customers, suppliers, and other partners—not only to do today's work well, but also as a source of ideas for innovation. They're much more open to external influences.

Abernathy: How does that tie in with your writings about a shift in thinking from products to services in the workplace?
Kanter: I say, sometimes provocatively, that nobody sells products anymore. Everything is a service. So you have to define what you do, not in terms of tech-
nology or assets, but in terms of its value for the customer or person using it. And that's part of being more attuned to the needs of your market.

Abernathy: You contrast a connected cyberspace to an isolated "bureaucracy" in Can Giants Dance in Cyberspace? You also write about three major assets of successful companies: 1) the best concepts, 2) competence in delivering value, and 3) connections. How can those three assets help giants dance in cyberspace?

Kanter: Bureaucracy is another way of saying bureaucratic. It's a different dimension—highly vertical in every aspect, including the high-rise office building.

Concepts are the ideas that you create through innovation. Concepts are what make your business distinctive. Therefore, a new concept is constantly provoking the bureaucracy to change. Competence is the skill of people, but it's not only that—it's having an organizational system that allows people to use those skills. Organizations can ignore people's skills by not allowing them to use their own judgment or make spot decisions. Connections are that network of key relationships—whether it's customers, suppliers, venture partners, distributors, or community partners—that a business depends on to be successful.

They're all critical assets to the company. And if you recognize those assets and invest in them, you have a much livelier, more flexible organization than's always excited about new opportunities.

Abernathy: What do you foresee for the virtual workplace?

Kanter: I think it's going to grow in importance, but I think that there's no substitute for face-to-face relationships. People need to converse periodically—even those who are working on an international network.

That puts a demand on managers. They have to be better managers to manage virtual teams; teams don't manage themselves. Managers have to be very good at setting goals and knowing what they want. They have to be very good at defining tasks, measuring progress, and providing feedback. Virtual work can't work unless it's well-organized and well-managed. Otherwise, there's too much confusion and dispersion of effort.

Abernathy: How can managers and trainers apply your three Cs—concepts, competence, and connections—to their own leadership styles?

Kanter: They can think about whether they're investing in new technologies and ideas, whether they're thinking about creating a new state-of-the-art way to do things, and whether they're embedding training in the organization in a different way. They can look at their own skills and whether they're contributing to the skills base of an organization. They should consider how that's going to be measured and how they're going to prove it. Managers and trainers can also look at their network of partners that helps them deliver value to their organization.

Abernathy: How can leaders maintain change momentum?

Kanter: People need to pause between major change efforts because they're demanding and overwhelming. You cannot sustain constant change all the time. So, you need some pause between really major, radical change. I also think that people need to pause between smaller-scale projects. That helps keep us human.

To keep the momentum going, you have milestones. You define phases of change efforts and set short-term achievable goals. You think of the three-month push. At the end of that time, you stand back and ask, "What have we learned? What have we succeeded at?" You recognize and praise the accomplishments. You give people their rewards. Then, you regroup and put a new team together that moves on to the next phase.

In part, you keep the momentum going by breaking down big changes into small, manageable steps that give people a feeling of accomplishment that allows them to be rewarded and catch their breaths before they plunge on to the next step.

Abernathy: So, pausing is part of the momentum?

Kanter: Exactly.

"Concepts are the ideas that you create through innovation."