

**UGANDA MARTYRS UNIVERSITY**  
**FACULTY OF AGRICULTURE**  
**MODULE 15: ORGANIZATIONAL DEVELOPMENT**  
Final assessment 2014

**Instructions:**

Answer question one and choose three other questions  
Start each question on a fresh page  
Time allowed is 3 hours  
Do not write anything on the question paper

**Question One: Case study (Compulsory)**

**None of Us Is as Smart as All of Us**

National consumer surveys show a low level of satisfaction with health care, but at the Mayo Clinic in Rochester, Minnesota, patient satisfaction soars above the average. At the same time, costs are lower and the staff is happier than those at most other hospitals. Teamwork is the key to the clinic's remarkable success.

The Mayo Clinic was founded by Dr. William W. Mayo, a Minnesota Physician, and his two son, William J. and Charles, also physicians. After a catastrophic tornado in 1883, the doctors joined forces with nurses from the Sisters of St. Francis, and the arrangement was made permanent with the opening of Sr. Mary's Hospital in 1889. The Mayo brothers recruited more Physicians, hiring technicians and business managers and creating one of the first group medical practices. The closeness of the two siblings, as well as advances in medicine, helped guide the development of Mayo's team-based culture. Harry Harwick, their first business manager, claims, "The first and perhaps greatest lesson I learned from the Mayos was that was that of teamwork. For 'my brother and I' was no mere convenient term of reference, but rather the expression of a basic, indivisible philosophy of life." Dr. William J. May said, 'It has become necessary to develop medicine as a cooperative science; the clinician' the specialist, and the laboratory workers uniting for the good of the patient. Individualism in medicine can no longer exist.

The team approach permeates the culture of the entire organization. It begins with staff and physician recruiting. Mayo runs its own medical school and residency programs and hires many of its own graduates. The clinic selects only those with the "right" attitude, the ones who are willing to put patients' needs first. All clinic medical staff, including doctors, nurses, and technicians, call each other "consultants," a term which emphasizes collaboration and also reduces status barriers, enabling all workers to participate as equals in patient-care decisions. The CEO is a physician; every committee is headed by medical personnel, with business staffers working as advisors only. The Mayo brothers turned their life savings into the Mayo Foundation, which funds the clinic's operation as well as medical education and research. Doctors at Mayo are employees, not owners, so they receive a salary, ensuring that they will make decisions in the best interests of their patients, not for personal gain. Without worries about turf battles, collaboration is the norm. Oncologist Lynn Hartman explains, "I take great comfort in the proximity of expertise. I feel much more confident in the accuracy of my diagnosis because I've got some very, very smart people next to me who have expertise that I don't have."

A typical patient's experience at Mayo is something like this: A cancer patient would have multiple professionals involved in his or her care, from oncologists to nurses to radiologists to surgeons to social workers, and the group would meet as a team with the patient to work out a



joint strategy for treatment. Cancer patients typically feel that they have little control, but Mayo doctors know that getting patients actively involved in their own care dramatically increases the odds of successful treatment. Hartman claims, "Most patients today want a more interactive style... so [that] they can be part of the decision. They're on the Internet; they're doing their own research. What they're looking for is someone who can help them sort through that information." With help from the professionals, patients can work out a treatment that makes sense for their particular circumstances. When a patient's needs or questions change, the team adapts. We work in teams, and each team is driven by the medical problems involved in a case and by the patient's preferences. Sometimes that means that a team must be expanded—or taken apart and reassembled," says Hartman.

Part of Mayo's success comes because of past successes—for example, when its medical school graduates refer patients to the clinic. The foresight of Will and Charlie Mayo in providing financially for the clinic is another factor. Mayo's reputation also creates opportunities, such as Mayo physician Donald D. Hensrud's recurring column for *Fortune* readers and the award-winning web site mayoclinic.com. But most of it is due to the passion for teamwork expressed in the founders' philosophy: "No one is big enough to be independent of others. None of us is smart as all of us."

### Case Questions

1. Would you consider the patient-care groups at the Mayo Clinic to be teams? Explain your answer in terms of job categories, authority, and reward system. **(5 marks)**
2. What team-related benefits can you find described in this case? What are the possible team-related costs? **(10 marks)**
3. What type of team are the patient-care teams? What factors led you to arrive at your answer? **(15 marks)**
4. Basing on the case study why do you think team performance measurement is important? **(10 marks)**

### Question Two

- a. Look at an organization well known to you. Identify 10 aspects that can be changed and explain how you can go about changing those aspects. **(12 marks)**
- b. What positive developments/results do you expect from such changes? **8 marks)**

### Question Three

- a. "Unless people learn to utilize the advantages of team work they will remain undeveloped." Advise people from your village on how they can benefit from team work. **(10 marks)**
- b. Discuss at least five disadvantages/limitations of working in teams. **(10 marks)**

### Question Four

- a. "Ineffective communication is the fault of the sender." Do you agree or disagree? Discuss. **(8 marks)**

- b. What can you do to improve the likelihood that your communiqués will be received and understood as you intend? **(8 marks)**
- c. How might managers use the grapevine for their benefit? **(4 marks)**

### **Question Five**

“Value chain activities are not isolated from one another. Rather, one value chain activity often affects the cost or performance of other ones. Linkages may exist between primary activities and support activities.”

With the help of a simple but well explained diagram show how value chain activities affect the cost performance of others and show the linkages between primary and support activities. **(20 marks)**