

NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS MANAGEMENT

ORGANISATIONAL DEVELOPMENT – CBU 4210

FINAL EXAMINATION – JUNE 2010

TIME ALLOWED: 3 HOURS

INSTRUCTIONS TO CANDIDATES

Answer any **four** questions

INFORMATION TO CANDIDATES

- (i) All questions carry **(25)** marks each.
- (ii) Questions may be answered in any order.
- (iii) Credit will be given for the use of appropriate examples.
- (iv) This paper contains **seven** questions.

QUESTION 1

Describe the essence of what makes OD different from other change or development change efforts?

[25 Marks]

QUESTION 2

“It is impossible to simply consider one part of an organisation without looking at its relationship with all the other parts, because changes and influences in one part affect all the other parts of an organisation.” (Bell: 23)

Required:

With references to Zimbabwean organisations, critically discuss this statement.

[25 Marks]

QUESTION 3

“The assumption behind OD is that when people pursue both of these objectives simultaneously, they are likely to discover new ways of working together that they experience as more effective for achieving their own and their shared (organisational) goals ...” (Neilsen, : 2-3)

Required:

Critically discuss the sub-assumptions that Organisation Development Consultants make about people in groups within organizations. **[25 Marks]**

QUESTION 4

“ A well designed OD programme unfolds according to a strategy or blueprint called the overall OD strategy. It is not a haphazard and a fire fighting type of operation.” (French: 45). Critically discuss this statement. **[25 Marks]**

QUESTION 5

There is no one best consulting role. Comment on this statement with specific reference to Zimbabwean organisations. **[25 Marks]**

QUESTION 6

‘Successful OD programmes do not just happen, they have to be planned for and supported by specific facilitating conditions.’ Critically comment on these facilitating conditions. **[25 Marks]**

QUESTION 7

‘Organisation Development should not be thought of as some kind of a cure all panacea and being totally without any difficulties.’ Critically discuss this statement citing examples from the local scene. **[25 Marks]**

END OF EXAMINATION

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FINAL EXAMINATION – MAY 2011

TIME ALLOWED: 3 HOURS

INSTRUCTIONS TO CANDIDATES

Answer any **four** questions

INFORMATION TO CANDIDATES

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- (ii) Questions may be answered in any order.
- (iii) Credit will be given **for the use of appropriate examples**.
- (iv) This paper contains **seven** questions.

QUESTION 1

‘Organisational development is fundamentally different from traditional change programmes’. Evaluate this statement. **[25 Marks]**

QUESTION 2

“It is impossible to *simply* consider one part of an organisation without looking at its relationship with all the other parts, because changes and influences in one part affect all the other parts of an organisation.” (Bell, 1978:23). Discuss. **[25 Marks]**

QUESTION 3

“The assumption behind OD is that when people pursue both of these objectives simultaneously, they are likely to discover new ways of working together that they

experience as more effective for achieving their own and their shared (organisational) goals ...” (Neilsen, 2001:2-3)

Required:

Discuss the assumptions that Organisation Development consultants make about people in groups within organizations. **[25 Marks]**

QUESTION 4

“A well designed OD programme unfolds according to a strategy or blueprint called the overall Organisational Development strategy. It is not a haphazard and a fire fighting type of operation.” (French, 1985:45). Critique this statement. **[25 Marks]**

QUESTION 5

Using local examples, critique the various consulting roles available to change consultants. **[25 Marks]**

QUESTION 6

‘Successful OD programmes do not just happen, they have to be planned for and supported by specific facilitating conditions.’ Comment on these facilitating conditions. **[25 Marks]**

QUESTION 7

“In a six-phase programme lasting about three to five years, an organisation can move systematically from the stage of examining managerial behaviour and style to the development and implementation of an ‘ideal strategic corporate model’ (Blake & Mouton, 1978 : 46). Discuss this programme illustrating how an organisation stands to benefit in terms of individuals, groups and the total organisation.

[25 Marks]

END OF EXAMINATION