

**NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**FACULTY OF COMMERCE**

**DEPARTMENT OF BUSINESS MANAGEMENT**

**ORGANISATIONAL DEVELOPMENT – CBU 4210**

**SUPPLEMENTARY EXAMINATION – JULY 2014**

**TIME ALLOWED: 3 HOURS**

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**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**

'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). Evaluate this statement. **[25 Marks]**

**QUESTION 3**

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

#### **QUESTION 4**

“A well designed Organisational Development 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 Organisational Development 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 PAPER**