

**ADVANCED ORGANISATIONAL BEHAVIOUR
IPS 521**

HONOURS EXAMINATIONS

NOVEMBER

2018

Time : 3 Hrs.
Subject : IPS 521
Marks : 100

This paper consists of 2 pages including the cover page

Internal Examiners

Mrs NI Gcaza (UFH)

External Examiners

Dr SN Nkanyuza (WSU)

INSTRUCTIONS:

Answer ALL FOUR Questions

QUESTION 1

There is a need for the new ways to manage because nowadays changes are occurring so rapidly. Organisational development (OD) is a discipline that applies behavioural sciences to help organisations adapt to these rapid changes. Respond to the questions that follow:

- 1.1 Define organisational development by clearly explaining what it is and what it not. (8)
- 1.2 Explain the features of OD as emphasized by Cummings and Worley (2015). (12)
- 1.3 Highlight the internal and external forces of change that may bring the need for OD in organisations. (20)

/40 marks/

QUESTION 2

Now that we know what OD is and what it is concerned with, it becomes important to distinguish it from related concepts. Distinguish OD from the following concepts:

- .1 Change management (5)
- 2.2 Learning organisation (10)
- 2.3 Capacity development (5)

/20 marks/

QUESTION 3

Outline the role of an organisation consultant by zooming in on the following:

- 3.1 Describe who an organisation consultant is. (4)
- 3.2 What are the major generic roles of OD consultants? (12)
- 3.3 Differentiate between internal and external consultants and also highlight the characteristics that “the principle of marginality” requires them to exhibit regardless of whether they are internal or external. (10)

/26 marks/

QUESTION 4

4.1 Any OD process follows roughly the same process, which can be combined into four major phases that consultants and the client jointly need to carry out during the process.

Demonstrate the steps and the activities involved in the OD process by discussing these phases in detail.

(14)

/14 marks/

.....