

UNIVERSITY OF FORT HARE

**ADVANCED ORGANISATIONAL BEHAVIOUR B:
ORGANISATIONS
IPS 521**

HONOURS AEGROTAT EXAMINATIONS

JANUARY/FEBRUARY

2019

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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

Change agents are responsible for managing change activities in organisations, and managers usually turn to outside consultant change agents for major change in their organisations.

1.1 What can change agents change in an organisation? Answer by discussing all the categories that change options fall into. (15)

1.2 Make a presentation of any five of the tactics that have been suggested for use by change agents in dealing with resistance to change? (15)

/30 marks/

QUESTION 2

Any OD process follows roughly the same procedure, which can be combined into phases.

2.1 Demonstrate the steps and activities involved in the four major phases of the OD process that consultants and the client jointly need to carry out during the process. (15)

2.2 Write notes and comment on professional values and ethics in organisation development consulting. (15)

/30 marks/

QUESTION 3

OD consultants will often be approached by supervisors, managers, and leaders in their organisation to act as facilitators for their work groups.

3.1 Outline and discuss the hierarchy of "micro-skills" (as adapted from Ivey et al, 2014) that are available to a group facilitator. (20)

/20 marks/

QUESTION 4

A sound knowledge and understanding of theories and models of organisational behaviour & change will help improve the OD consultant's ability to diagnose and resolve organisational problems.

4.1 Present the eight-step process of Kotter's model for leading organisational change. (20)

/20 marks/
