

**OLLSCOIL NA hÉIREANN, GAILLIMH
NATIONAL UNIVERSITY OF IRELAND, GALWAY**

SUMMER EXAMINATIONS, 2000

SECOND YEAR INDUSTRIAL ENGINEERING

ORGANISATIONAL DEVELOPMENT (MG320)

Professor P. Willman
Professor R. Green
Ms Imelda Duggan
Ms Deirdre Morgan

Time Allowed: 3 Hours

CANDIDATES MUST ANSWER ANY 4 QUESTIONS

PLEASE USE SEPARATE ANSWER BOOKS FOR SECTION A AND SECTION B.

All questions carry equal marks.

Section A: Organisational Behaviour

1. Teams are becoming more popular as a means of getting work done in organisations. Discuss the advantages and disadvantages of adopting a teamwork approach. What are the organisational factors that affect team effectiveness?
2. What motivates workers? Illustrate your answer by referring to two theories of motivation. What practical steps can management take to motivate the workers.
3. What makes an effective leader? Support your answer with reference to, at least two, theories of leadership. What are the implications for organisations wanting to encourage effective leadership.

Section B: Organisational Development

4. Describe Lewin's 3-step Model of Planned Change and analyse its advantages and disadvantages.
5. Managing the change process is one of the key activities of Organisational Development. Discuss the key elements of an effective Change Management programme.
6. "Reward-systems interventions are used to elicit and maintain desired levels of performance" (Cummings & Worley, 1997: 385). Critically discuss this statement, illustrating your answer with organisational examples.