

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

**Masters Degree in Information Technology
First Year**

Organisational Development

(taking place at IMI, Dublin)

**Prof. Paul Willman
Dr Leo Smyth
Dr Tom McConalogue**

Time allowed: Three hours

Four question to be attempted; all questions carry equal marks

1. According to Argyris, change is not the role of the consultant. What then are the functions of the consultant in a change project and how do they influence the OD consulting process?
2. It has been said that readiness is the key to change. Explore this view with reference to an IT project in which you were involved. If a similar project were being started now, would you have any advice for the management regarding readiness?
3. "The engine of change is dissatisfaction with the present and the barriers to change are fear of the unknown and fear of the future." (John Harvey Jones). Explain this statement as it relates to the change process and say what implications it has for management action.
4. With reference to two of the following, illustrate the characteristics of an effective intervention:
 - Business Process Re-engineering
 - Team-building
 - Work Re-design
 - Process Consultation
5. Organisational diagnosis is helped by models and frameworks. Explain this statement with reference to two diagnostic models.
6. Outline the reasons why many change programmes are less than successful and comment specifically on the report that 40% of IT projects fail, only 7% for technical reasons.