

Ollscoil na hÉireann, Gaillimh
National University of Ireland, Galway

Semester 2 Examinations, 1999/2000

MASTER OF INFORMATION TECHNOLOGY
M.Sc. in OCCUPATIONAL HEALTH & ERGONOMICS

ORGANISATIONAL DEVELOPMENT – MG 509
MANAGEMENT STUDIES – MG 527

Professor P. Willman
Professor R. Green
Dr. L. Smyth
Ms. I. Duggan

Time allowed: THREE hours

FOUR questions to be attempted

ALL QUESTIONS CARRY EQUAL MARKS

1. In the Teleserve case, Morgan (1993) uses metaphors to guide the change agents in how to proceed.
 - a) Show your understanding of how this approach was used. Does it have any advantages over more traditional methods of diagnosis?
 - AND
 - b) Does the Teleserve case have particular lessons for Information Technology and Occupational Health?
2. It has been suggested that managing transition involves four functions of concept clarification, directional pressure, latitude definition and provision of support. Explain what each of these means, supporting your answer with relevant examples.
3. Explain how innovation challenges the quasi-stationary equilibrium of an organisation's sub-systems, supporting your answer with relevant, preferably original examples.
4. "Reward systems are a key mechanism for achieving organisational change." Indicate the connection between the demands on present-day organisations and the range of reward systems used, supporting your answer with examples.
5. Critically assess the transitional steps towards becoming a 'learning organisation', illustrating your answer with examples.