Name : ....

Roll No. : ....

Invigilator's Signature : ....

CS/MBA (NEW)/SEM-4(FT)/HR-405/2010
2010
ORGANISATION DEVELOPMENT

Time Allotted : 3 Hours   Full Marks : 70

The figures in the margin indicate full marks.

*Candidates are required to give their answers in their own words
as far as practicable.*

GROUP – A
(Multiple Choice Type Questions)

1.   Choose the correct alternatives for any *ten* of the following :

                                                              10 × 1 = 10

   i)   Which of the following is not involved in the Lewin's
        three step model ?

        a)   Unfreezing   b)   Manipulation

        c)   Refreezing   d)   Movement to change.

   ii) What is an organization that has developed continuous
        capacity to adapt and change known as ?

        a)   Developing organization

        b)   Innovative organization

        c)   Learning organization

        d)   Informal organization.

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iii) Which of the following involves increased involvement of employees in organization process and decision making ?

    a) Facilitation   b) Action research

    c) Empowerment   d) Process consultation.

iv) Which of the following results in individuals' resistance to change ?

    a) Selective information processing

    b) Threat to expertise

    c) Group Inertia

    d) Structural intertia.

v) Which of the following is not a type of OD intervention ?

    a) Diagnostic activities

    b) Survey feedback activity

    c) Team building activity

    d) O.B. Mod process.

vi) Survey feedback, as a comprehensive OD intervention, is based on a conceptual scheme and an integrated package of measurements called

   a) Grid management

   b) Four-system management

   c) Action Research

   d) Action-based management.

vii) A .... OD intervention draws attention away from immediate actions and allows a look at historical background, context and future objectives of the organization with a long term orientation.

   a) Potential   b) Political

   c) Conducive   d) Perspective.

viii) .... activities help the client organization to perceive, understand and act upon process events which occur in the client organization's environment.

   a) Process consultation   b) Process augmentation

   c) Process dimension   d) Process culmination.
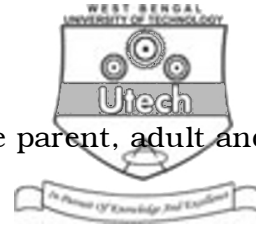
ix)   .... analysis deals with the parent, adult and child ego states of human beings.

a)   Transitional   b)   Transactional

c)   Cultural   d)   Behavioural.

x)   .... is information from the environment about system performance.

a)   Feedback   b)   Message

c)   Image   d)   Interaction.

xi)   Which process of OD is dealing with diagnose a situation, solve problems, makes decisions and takes action on problems ?

a)   Empowerment Process

b)   Problem Solving Process

c)   Learning Process

d)   Visionary Process.

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xii) The process that brings changes in the working activities and working styles of the organization is

    a)   Technology-related change

    b)   Task-related change

    c)   People-related change

    d)   Structure-related change.

GROUP – B
(Short Answer Type Questions)

Answer any *three* of the following.   3 × 5 = 15

2.   Write a note on the role of O.D. facilitators and O.D. consultants.

3.   Discuss the steps involved in the process consultation method.

4.   What do you mean by change agent ? Explain.

5.   Discuss the model of planned change with an example.

6.   What are the values and assumptions of O.D. ?

GROUP – C

(Long Answer Type Questions)

Answer any *three* of the following. 3 × 15 = 45

7. Elucidate the concept of Action Research. Explain with the help of a diagram how action research can be used as an approach to problem solving. 5 + 10

8. What is Lewin's step approach to change ? If change is as simple as that, then why do managers in large organization find it difficult to implement change ? Explain the reasons for complexity in implementing of change initiative in corporate firms.

9. a) Two departments are having some problem regarding co-ordination. Complaints are coming about the non-cooperative attitudes of employees of these departments. Frequent interference of managers is being required. How do you think you can solve this problem as an O.D. consultant.

   b) What is sensitivity training ? 10 + 5

10. a) As an HR manager you want to implement a new strategy for employee retention in your organization. How will you proceed with that ?

    b) Identify the elemental steps of Richard Beckhard's Confrontation Meeting as a comprehensive O.D. intervention in brief. 8 + 7
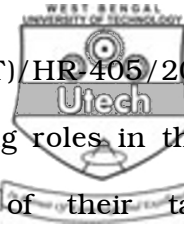
11. a) Three executives are having overlapping roles in their department resulting in problems of their task achievement. As an O.D. consultant how can you solve the problem ?

    b) Write a note on MBO and its implications in modern organisation.   8 + 7

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