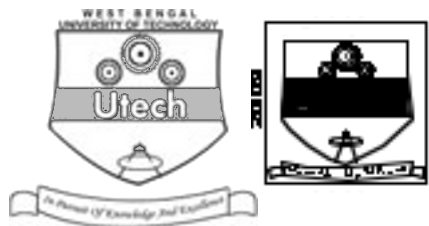


ORGANISATIONAL DEVELOPMENT (SEMESTERS - 4 & 6)

CS/MBA/SEM-(4 FT & 6 PT)/HR-405/09



1.
Signature of Invigilator

2.
Signature of the Officer-in-Charge

Reg. No.

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Roll No. of the Candidate

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CS/MBA/SEM-(4 FT & 6 PT)/HR-405/09
ENGINEERING & MANAGEMENT EXAMINATIONS, MAY – 2009
ORGANISATIONAL DEVELOPMENT (SEMESTERS - 4 & 6)

Time : 3 Hours]

[Full Marks : 70

INSTRUCTIONS TO THE CANDIDATES :

- This Booklet is a Question-cum-Answer Booklet. The Booklet consists of **32 pages**. The questions of this concerned subject commence from Page No. 3.
- In **Group – A**, Questions are of Multiple Choice type. You have to write the correct choice in the box provided **marked 'Answer Sheet'**.
 - For **Groups – B & C** you have to answer the questions in the space provided marked 'Answer Sheet'. Questions of **Group – B** are Short answer type. Questions of **Group – C** are Long answer type. Write on both sides of the paper.
- Fill in your Roll No. in the box** provided as in your Admit Card before answering the questions.
- Read the instructions given inside carefully before answering.
- You should not forget to write the corresponding question numbers while answering.
- Do not write your name or put any special mark in the booklet that may disclose your identity, which will render you liable to disqualification. Any candidate found copying will be subject to Disciplinary Action under the relevant rules.
- Use of Mobile Phone and Programmable Calculator is totally prohibited in the examination hall.**
- You should return the booklet to the invigilator at the end of the examination and should not take any page of this booklet with you outside the examination hall, **which will lead to disqualification.**
- Rough work, if necessary is to be done in this booklet only and cross it through.

No additional sheets are to be used and no loose paper will be provided

FOR OFFICE USE / EVALUATION ONLY

Marks Obtained

Question Number	Group – A				Group – B				Group – C				Total Marks	Examiner's Signature
Marks Obtained														

.....
Head-Examiner / Co-Ordinator / Scrutineer

44412 (04/05)



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ENGINEERING & MANAGEMENT EXAMINATIONS, MAY – 2009
ORGANISATIONAL DEVELOPMENT
SEMESTERS – 4 & 6



Time : 3 Hours]

[Full Marks : 70

GROUP – A
(Multiple Choice Type Questions)

1. Choose the correct alternatives for any *ten* of the following : 10 × 1 = 10
- i) The approach to team building focuses more on the individual than the group.

a) phased	b) gestalt	
c) process	d) none of these.	<input type="checkbox"/>

 - ii) The OD technique of confrontation meeting was developed by

a) Kurt Lewin	b) Robert Blake	
c) Richard Beckhard	d) Abraham Maslow.	<input type="checkbox"/>

 - iii) Organizational Development (OD) is process of change.

a) unplanned	b) planned	
c) structured	d) unstructured.	<input type="checkbox"/>

 - iv) The second generation (Organizational Development) OD practioners stress more and more on their interest in organizational

a) revitalization	b) acceleration	
c) transformation	d) transmission.	<input type="checkbox"/>

 - v) System 1-4 T is developed by

a) Blake and Mouton	b) Renis Likert	
c) Kurt Lewin	d) French & Bell.	<input type="checkbox"/>



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

a) Potential

b) Political

c) Conductive

d) Prerspective.



vii) Open system planning developed by

a) Kurt Lewin

b) Beckhard & Harris

c) Charles Korne & G.K. Jayaram

d) David Hanna.

viii) Force field analysis is developed by

a) Beckhard & Harris

b) Renis Likert

c) Kurt Lewin

d) David Hanna.

ix) Which of the following is *not* a characteristic of an open system ?

a) equifinality

b) permeable boundary

c) entropy

d) feedback.

x) All of the following are targets of diagnosis in organisation development, *except*

a) job analysis

b) structure

c) leadership

d) support systems.



xi) Change strategy based on the assumptions that norms form the basis for behaviour, and change comes through a reeducation process in which old norms are discarded and supplanted by new ones is called



a) force field analysis

b) normative reeducative strategy

c) parallel strategy

d) empirical rational strategy.

xii) Second order change is also referred to as

a) permanent change

b) transformational change

c) cultural change

d) transactional change.

GROUP - B

(Short Answer Type Questions)

Answer any *three* of the following questions.

3 × 5 = 15

2. "Organisational development is the application of behavioural science theory and practice." Explain.
3. Illustrate Kurt Lewin's approach to the management of change with the help of a diagram.
4. What do you understand by Grid Contingency Approach ? Explain.
5. As an HR manager you want to implement a new strategy for employee retention in your organisation. How would you proceed with that ?
6. Explain the significance of Action Research in the context of OD.

**GROUP – C****(Long Answer Type Questions)**

Answer any *three* of the following questions.



3 × 15 = 45

7. Two departments are having some problems regarding co-ordination. Complaints are coming from the non-cooperative attitudes of employees of these departments. Frequent interference of the managers are being required. How can you solve this problem as an OD consultant ? 15
8. Elucidate with examples : 3 × 5
- a) Collaborative management by objective.
 - b) Business process reengineering.
 - c) System theory as a foundation of OD.
9. What are the major components of an OD process ? Outline the essential phases within the program management stage of an OD program. 6 + 9
10. What are the strategies of change ? In this context outline the different approaches to planned change. 5 + 10
11. a) Discuss briefly the role of OD facilitators and OD consultants ?
- b) X & Y are the two engineers entrusted with the production activities of Floor-A & Floor-B respectively. Their achievements are gauged based on the output of the respective floor measured when the products reach the store. The job of transporting the finished product from both floors to the store is handled by another department headed by Z. The relationship of Z with both X & Y is becoming strained as both X & Y are not satisfied with the performance of Z. Whenever the finished products fail to reach the store, either X or Y feels that it is the deliberate effort of Z so as to malign the effort of the concerned engineer. Complaints to the seniors, heated arguments etc are frequent. AS an OD specialist, how will you tackle the problem ? Discuss. 6 + 9

END