



Name :
Roll No. :
Invigilator's Signature :

CS/MBA(NEW)/SEM-4FT & 6PT/HR-405/2011

2011

ORGANISATIONAL DEVELOPMENT

Time Allotted : 3 Hours

Full Marks : 70

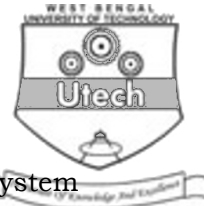
The figures in the margin indicate full marks.

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 :
 $10 \times 1 = 10$
 - i) Which one of the following is not an individual source of resistance to change ?
 - a) Habit
 - b) Security
 - c) Threat to expertise
 - d) Fear of the unknown.
 - ii) Identify the false statement.
 - a) OD focuses on culture and process
 - b) OD does not rely on an action research model
 - c) OD focuses on the human and social side of the organization
 - d) OD focuses on total system change.
 - iii) Second Generation OD particularly focuses on
 - a) Organisational Change
 - b) Organisational Transformation
 - c) Organisational Culture
 - d) Socio-technical System.



- iv) Organisational Development is a part of
 - a) Induction Process
 - b) HRD System
 - c) HR Selection System
 - d) Support System.
- v) Being a manager, with no environmental uncertainty or threat of competitors' new products, would be simple without
 - a) government regulations
 - b) diversity
 - c) cultural differences
 - d) organizational change.
- vi) Managing change is an integral part of
 - a) top management's job
 - b) middle-level management's job
 - c) the first-line manager's job
 - d) every manager's job.
- vii) Which of the following is not an external force of change ?
 - a) Market place
 - b) Government laws and regulations
 - c) Economic changes
 - d) Work force.
- viii) Changing human resource activities to attract and retain health care specialist due to increased needs for those workers is an example of what kind of environmental change factor ?
 - a) Market place
 - b) Technology
 - c) Labour markets
 - d) Economic.
- ix) Falling interest rates would most stimulate what change factor for a manager ?
 - a) Market place
 - b) Government laws and regulations
 - c) Labour markets
 - d) Economic.



- x) Assembly-line technology is changing dramatically as organizations
- a) develop new products for the market
 - b) replace human labour with robots
 - c) replace old manually controlled machines with news machines
 - d) finder new markets for their product.
- xi) A participative management technique normally applied in production line situation that brings improvement in product quality is called
- a) Quality of work life
 - b) Quality circle
 - c) Virtual teams
 - d) Committee.
- xii) The technique in which data is collected and results are shared with the organization with an instrument is called
- a) Interview
 - b) Questionnaire method
 - c) Survey feedback
 - d) Market research.

GROUP - B

(Short Answer Type Questions)

Answer any *three* of the following. $3 \times 5 = 15$

2. List and discuss the three reasons that describe why people resist change. Include an example of each reason to support your answer.
3. Suppose that the problem is unproductive staff meetings—they are poorly attended, members express low commitment and involvement in them. Now you are the Manager in charge of meetings and you desire to make the meeting more vital and productive. What steps would you follow ?
4. What are the values and assumptions of OD ?
5. What are the golden rules of the change agent ?
6. Explain different types of Client-Consultant relationship.



GROUP – C

(Long Answer Type Questions)

Answer any *three* of the following. $3 \times 15 = 45$

7. Discuss various team building interventions used in OD. How do they contribute to enhance organizational effectiveness ? 6 + 9
8. What do you mean by Transactional Analysis ? How do career planning interventions help organizational change ? 5 + 10
9. XYZ is a reputed MNC retail chain operating in several countries. Of late the organization had experienced high attrition for which its sales had markedly come down. What kind of OD interventions would you recommend as an OD practitioner ?
10. a) Discuss Transactional Analysis. How can it be used in improving interpersonal relations ?
b) Planned change differs from action research. Discuss. 10 + 5
11. Write notes on any *three* : 3 × 5
 - a) Grid OD
 - b) Gestalt orientation to team building
 - c) Organisational life cycle
 - d) Role of OD facilitators.
 - e) Process consultation.