Name : ....

Roll No. : ....

Invigilator's Signature : ....

CS/MBA (N)/SEM-4 (FT) & 6 (PT)/HR-405/2012

2012
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 × 1 = 10

    i)   The total quality improvement model provides an
         approach for organizational change and involves

         a) two stages   b) three stages

         c) four stages   d) five stages.

    ii) The technique in which data is collected and results are
         shared with the orgainization with an instrument is
         called

         a) Interview   b) Questionnaire method

         c) Survey feedback   d) Market research.

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iii) The planned strategy to bring about an organizational improvement is

    a) Organizational development

    b) Organizational direction

    c) Organizational design

    d) Organizational change.

iv) Organizational development is a part of

    a) Induction process   b) HRD system

    c) HR Selection system   d) Support system.

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

    a) Unfreezing   b) Refreezing

    c) Manipulation   d) Change.

vi) ……………… analysis deals with the parent, adult and child ego states of human beings.

    a) Transitional   b) Cultural

    c) Transactional   d) Behavioural.

vii) Identify the incorrect sentence.

    a) OD values tend to be humanistic

    b) OD values tend to be democratic

    c) OD values tend to be mechanistic

    d) OD values tend to be optimistic.

viii) Who first articulated the principles of general system theory ?

    a) Katz and Kahn

    b) French & Bell

    c) Ludwig and Bertalanffy

    d) Kast and Rosenzweig.
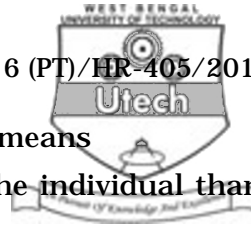
ix) A Gestalt Approach to Team Building means

    a) A form which focuses more on the individual than the group

    b) A form which focuses more on the group than the individual

    c) A form which focuses on clarification of role expectations

    d) A form which focuses on improvement of intergroup relations.

x) Action Research involves three processes —

    a) Data collection, feedback and action planning

    b) Data collection, analysis and feedback

    c) Unfreezing, change and refreezing

    d) Change, analysis and feedback.

xi) RAT stands for

    a) Rating Analysis Technique

    b) Role Analysis Technique

    c) Rationality Analysis Technique

    d) Rule Analysis Technique.

xii) ………… activities are fact-finding OD activities designed to ascertain the state of the system, the status of a problem and the way things are.

    a) Diagnostic   b) Intergroup

    c) Educational   d) Structural.

GROUP – B

(Short Answer Type Questions)

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

2. What do you mean by barriers to organizational change ? Name three strategies through which such barriers could be removed.

3. What is planned change ? Describe planned change model with illustrations.

4. What is the role of an OD consultant in implementing OD interventions ?

5. What is the role of Human Process Interventions in OD ?

6. How does Team building contribute to Organisational Development ?

GROUP – C
(Long Answer Type Questions)

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

7. Explain the following structural interventions and their implications in OD :   8 + 7
   a) Quality of work life projects
   b) Re-engineering.

8. Write notes on any *three* of the following :   3 × 5
   a) Future of OD
   b) OD Values and Assumptions
   c) MBO
   d) Change agent.

9. "Action Research is a process and an approach." Elucidate. Explain with the help of a diagram how action research can be used as an approach to problem solving.

10. a) What is the role of OD consultant in OD interventions ?
    b) How is the relationship development between consultant and client ?
    c) What are the problems of OD interventions ?   5 + 5 + 5

11. Why do people resist change in organizations ? As a Manager what strategies would you adopt to overcome these for organisational development ?   6 + 9

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