

Name :

Roll No. :

Invigilator's Signature :

CS/MBA(OLD)/SEM-6(PT)/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)

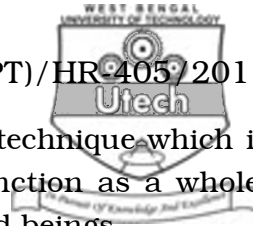
1. Choose the correct alternatives for any *ten* of the following :

10 × 1 = 10

- i) The change agent in OD intervention
 - a) must be an internal employee
 - b) must be an external consultant
 - c) may be a team comprising both the employee and the consultant
 - d) none of these.



- ii) Team interventions are typically not directed toward
 - a) team accomplishment
 - b) diagnosis
 - c) mission formulation
 - d) team and organizational processes.
- iii) Which one of the following is not a problem with OD ?
 - a) Problems with definitions and concepts
 - b) Problems with internal validity
 - c) Problems with knowledge sharing
 - d) Problems with measuring attitude change.
- iv) The approach of Work Redesign have been provided by
 - a) Hackman and Oldham
 - b) Blake and Mouton
 - c) Bowers and Franklin
 - d) Lewin and Weisbord.
- v) The first stage in Kurt Lewin's model of change process is
 - a) Unfreezing
 - b) Motivation
 - c) Learning
 - d) None of these.
- vi) Which of the following measures can be considered as a technique for overcoming resistance to change ?
 - a) Negotiation
 - b) Coercion
 - c) Manipulation & cooptation
 - d) All of these.



- vii) is an OD intervention technique which is based on the belief that persons function as a whole, total organisms and not as fragmented beings.
- a) Sensitivity Training
 - b) Force field analysis
 - c) Role analysis technique
 - d) Gestalt therapy.
- viii) RAT stands for
- a) rating analysis technique
 - b) role analysis technique
 - c) rationality analysis technique
 - d) rule analysis technique.
- ix) activities are fact-finding OD activities designed to ascertain the state of the system, the status of a problem and the way things.
- a) Diagnostic
 - b) Intergroup
 - c) Educational
 - d) Structural.
- x) Step by step improvement is
- a) BPR
 - b) TQM
 - c) Kaizen
 - d) none of these.
- xi) is information from the environment about system performance.
- a) Feedback
 - b) Message
 - c) Interaction
 - d) Image.
- xii) The concept of fundamental rethinking and radical redesign is related to
- a) TQM
 - b) KAIZEN
 - c) Re-engineering
 - d) none of these.



GROUP – B

(Short Answer Type Questions)

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

2. What do you mean by Action Research ? In what ways does it help in organization development ?
3. Explain Force Field Theory of Change with reference to change process.
4. Write down the steps in OD.
5. a) Briefly state how team interventions work.
b) Discuss in short the salient points of difference between Group and Team.
6. State briefly the sociotechnical systems in structural interventions.

GROUP – C

(Long Answer Type Questions)

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

7. a) What is the role of OD consultant in OD interventions ?
b) How is the relationship developed between consultant and client ?
c) What are the problems of OD interventions ? $5 + 5 + 5$
8. Why do people resist change in organizations ? As a Manager, what strategies would you adopt to overcome these for Organisational development ? $6 + 9$
9. Define Team. Discuss the techniques through which we normally use to build teams in an organisational setup. $3 + 12$
10. In the context of the merger of two FMCG companies, it is essential to redesign the job of the Marketing Manager of the Company. You are required to design the job of the Marketing Manager in this context. 15
11. a) OD is a panacea for all organisation evils. Give your views.
b) Explain the process consultation technique of OD in detail. $6 + 9$