Q.7   Case Study-

Transform Co, a mid-sized technology company, has been facing several organizational challenges over the past few years. Employee turnover is high, innovation is stalling, and the company has been losing market share. The top management team recognizes the need for a cultural transformation to address these issues and bring the company back to a path of growth and innovation.

Transform Co decided to initiate an Organizational Development (OD) intervention to transform its culture. The first step was to diagnose the current cultural issues within the organization. They used a combination of employee surveys, interviews, and focus groups to identify the root causes of the problems.

The data collected revealed that employees felt a lack of empowerment and autonomy, leading to low morale. They also cited poor communication between teams and a lack of alignment with the company's mission and values. Transform Co's leadership recognized the importance of addressing these issues for the success of the transformation initiative.

In response, the company's OD team designed a comprehensive intervention plan. They introduced several changes, including:

Empowerment Programs: Transform Co implemented programs to empower employees, giving them more control over their work and decision-making processes.

Communication Improvement: The company introduced regular town hall meetings, cross-functional team-building events, and improved internal communication channels.

Alignment with Values: Transform Co reinforced its mission and values, integrating them into all aspects of the organization's operations.

These changes were met with mixed reactions. While some employees welcomed the changes and saw immediate improvements in their work experience, others resisted the alterations and were apprehensive about the impact on their roles.

(a) Analyze the key cultural issues faced by Transform Co as revealed in the diagnostic phase of the OD intervention. **5** 3 4 8

(b) If you were a part of Transform Co's leadership team, what additional steps or strategies would you recommend to further facilitate the cultural transformation? **5** 3 4 8

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Enrollment No.......................................

Faculty of Management Studies
End Sem Examination Dec 2024
MS5EH02 Organization Development

Programme: MBA   Branch/Specialisation: Management / HR

Duration: 3 Hrs.   **Maximum Marks: 60**

Note: All questions are compulsory. Internal choices, if any, are indicated. Answers of Q.1 (MCQs) should be written in full instead of only a, b, c or d. Assume suitable data if necessary. Notations and symbols have their usual meaning.

			Marks	BL	PO	CO	PSO
Q.1	i.	What distinguishes Organization Development (OD) from traditional change management in organizations?	1	1	1	1	

(a) OD focuses solely on technological changes
(b) OD emphasizes long-term, holistic change efforts
(c) OD relies on authoritarian leadership
(d) OD disregards employee involvement

| | ii. | Which group plays a crucial role in implementing Organization Development initiatives? | 1 | 1 | 1 | 1 | |

(a) Middle management   (b) HR department
(c) Top management   (d) External consultants

| | iii. | Which of the following is a commonly used method for collecting diagnostic information during organizational diagnosis? | 1 | 1 | 1 | 1 | |

(a) Financial audits   (b) Social media analysis
(c) Workshops   (d) Marketing campaigns

| | iv. | What is the primary purpose of feeding back diagnostic information in the context of organizational diagnosis? | 1 | 1 | 1 | 2 | |

(a) To keep the information confidential
(b) To provide recommendations for immediate change
(c) To enhance transparency and communication
(d) To ignore the collected data

| | v. | What is the central concept in Kurt Lewin's model of change? | 1 | 1 | 1 | 2 | |

(a) Driving forces
(b) Restraining forces
(c) Change resistance
(d) Organizational growth

P.T.O.

vi. In the context of force field analysis, which of the following represents forces that support the desired change? **1** 1 1 3
(a) Restraining forces   (b) Unpredictable forces
(c) Driving forces   (d) Static forces

vii. What is the primary focus of a change agent in the context of organizational development? **1** 1 1 4
(a) Implementing technological solutions
(b) Managing daily operations
(c) Facilitating and guiding change processes
(d) Ensuring financial stability

viii. Which of the following is a structural intervention used in organizational development? **1** 1 1 4
(a) Transactional Analysis
(b) Quality Circles (QC)
(c) Sensitivity Training
(d) Management by Objectives (MBO)

ix. In the context of Organization Development (OD) in a global setting, which factor plays a critical role in influencing OD practices? **1** 1 1 5
(a) Organizational size
(b) Technological advancements
(c) Cultural differences
(d) Legal regulations

x. Which of the following best represents the core objective of the interface between Organization Development (OD) and Human Resource Development (HRD)? **1** 1 1 5
(a) OD focuses on long-term strategic planning, while HRD focuses on short-term operational issues
(b) OD emphasizes enhancing individual skills, while HRD emphasizes shaping organizational culture
(c) OD and HRD both concentrate on improving individual and organizational performance
(d) OD is primarily concerned with legal compliance, while HRD deals with talent acquisition

Q.2 i. How does OD differ from traditional change management approaches in organizations? **2** 2 1 2

ii. Discuss the assumptions and values that underlie Organization Development. **2** 2 1 2

iii. Explain the respective roles and responsibilities of top management and OD practitioners in the context of implementing OD initiatives. **4** 3 1 2

OR iv. Trace the historical development and evolution of Organization Development as an applied behavioral science. **4** 3 1 2

Q.3 i. Explain questionnaires and interviews as techniques used for conducting organizational diagnosis. **3** 2 2 9

ii. Discuss the significance of feedback in the organizational diagnosis process. How can organizations ensure that the feedback provided is constructive and leads to meaningful improvements? **5** 2 2 9

OR iii. What are the critical steps involved in the process of collecting and analyzing diagnostic information during organizational diagnosis? How does the quality of data collection impact the effectiveness of the diagnosis? **5** 3 2 9

Q.4 i. Explain the implications of organizational growth on the need for change. **3** 2 3 4

ii. Describe the role of creativity and innovation in the process of organizational renewal and re-energizing. **5** 2 2 2

OR iii. Discuss the challenges and benefits associated with participative-oriented change cycles in organizations. **5** 2 2 2

Q.5 i. Discuss any 4 key roles that a change agent plays in organizational development interventions. **2** 2 4 5
Attempt any two:

ii. Discuss the methods and criteria used for evaluating the effectiveness of organizational development interventions. **3** 2 4 5

iii. Explain the concept of team building and its importance in inter-group interventions. **3** 2 4 5

iv. Explain Management by Objectives (MBO) as a behavioural intervention technique. **3** 2 4 5

Q.6 Attempt any two:
i. Describe the key challenges & benefits of the interface between Organization Development (OD) & Human Resource Development (HRD) in contemporary organizations. Provide an example to illustrate your points. **4** 3 5 4

ii. Discuss the significance of Organization Development (OD) in a global context. How do cultural differences impact OD practices? **4** 3 5 4

iii. Explain the role of research in advancing Organization Development (OD) practices. Discuss how they have been applied to enhance organizational performance and effectiveness. **4** 3 5 4

Marking Scheme
MS5EH02 (T) Organization Development (T)

Q.1	i)	b) OD emphasizes long-term, holistic change efforts	**1**
	ii)	c) Top management	**1**
	iii)	c) Workshops	**1**
	iv)	c) To enhance transparency and communication	**1**
	v)	a) Driving forces	**1**
	vi)	c) Driving forces	**1**
	vii)	c) Facilitating and guiding change processes	**1**
	viii)	b) Quality Circles (QC)	**1**
	ix)	C) Cultural differences	**1**
	x)	C) OD and HRD both concentrate on improving individual and organizational performance.	**1**

Q.2	i.	At least 2 difference - 2 Marks	**2**
	ii.	Assumptions – 1 Mark Values – 1 Mark	**2**
	iii.	At least 4 roles and responsibilities - 4 Marks	**4**
OR	iv.	Trace the historical development and evolution of Organization Development as an applied behavioural science.	**4**

Q.3	i.	Questionnaires – 1.5 Marks Interviews – 1.5 Marks	**3**
	ii.	Significance of feedback – 3 Marks Feedback provided is constructive – 2 Marks	**5**
OR	iii.	What are the critical steps involved in the process of collecting and analyzing diagnostic information during organizational diagnosis? How does the quality of data collection impact the effectiveness of the diagnosis? 5 - Marks	**5**

| Q.4 | i. | Explain the implications of organizational growth on the need for change. – 3 Marks | **3** |
| | ii. | Describe the role of creativity and innovation in the process of | **5** |

organizational renewal and re-energizing.
At least 5 – each of 1 Mark

| OR | iii. | Challenges – 2.5 Marks
Benefits – 2.5 Marks | **5** |

Q.5	i.	4 key roles – 0.5 each	**2**
		Attempt any two:	
	ii.	Methods at least 3 – 1.5 marks Criteria at least 3 – 1.5 marks	**3**
	iii.	Concept – 1 mark Importance – 2 ea	**3**
	iv.	Explain Management by Objectives (MBO) as a behavioral intervention technique.	**3**

Q.6

	i.	Challenges – 1.5 Marks Benefits - 1.5 Marks Example – 1 Marks	**4**
	ii.	Significance – 2 Marks Impact of cultural difference on OD - 2 Marks	**4**
	iii.	Explain the role of research in advancing Organization Development (OD) practices. Discuss how they have been applied to enhance organizational performance and effectiveness.	**4**

| Q.7 | | Case Analysis (Summery, Problem Statement, alternative Solution, Conclusion etc.) - 2 Marks | **10** |

Analyze the key cultural issues faced by TransformCo as revealed in the diagnostic phase of the OD intervention. - 4 Marks
If you were a part of TransformCo's leadership team, what additional steps or strategies would you recommend to further facilitate the cultural transformation? - 4 Marks

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[2]

[3]