

# Faculty of Management Studies

## End Semester Examination May 2025

### MS5EH02 Organization Development

<b>Programme</b>	:	MBA	<b>Branch/Specialisation</b>	:	-
<b>Duration</b>	:	3 hours	<b>Maximum Marks</b>	:	60

**Note:** All questions are compulsory. Internal choices, if any, are indicated. Assume suitable data if necessary.  
 Notations and symbols have their usual meaning.

#### Section 1 (Answer all question(s))

**Marks CO BL**

- Q1.** Which of the following scenarios best illustrates the application of Organization Development principles 1 1 3  
 in enhancing organizational effectiveness?

<b>Rubric</b>	<b>Marks</b>
Management conducts a series of workshops to identify and address workplace culture issues.	1

- A team implements a new software system without any training for employees.
- Management conducts a series of workshops to identify and address workplace culture issues.
- An organization restructures its hierarchy without consulting employees.
- HR mandates annual performance reviews without employee feedback.

- Q2.** What role do top management and OD practitioners play in successfully implementing an organization development initiative? 1 1 3

<b>Rubric</b>	<b>Marks</b>
They actively engage with employees, fostering communication and participation in the change process.	1

- They solely dictate the changes without employee involvement.
- They observe the changes from a distance to see how employees adapt.
- They actively engage with employees, fostering communication and participation in the change process.
- They create new policies but do not evaluate the outcomes.

- Q3.** Which of the following components of Organizational Development (OD) is primarily focused on improving organizational culture and employee engagement? 1 2 2

<b>Rubric</b>	<b>Marks</b>
Team-building interventions	1

- Systematic appraisal of job performance
- Team-building interventions
- Restructuring organizational hierarchy
- Financial performance analysis

- Q4.** In the context of organizational diagnosis, which method would be most effective for collecting qualitative data on employee sentiments regarding recent changes? 1 5 3

<b>Rubric</b>	<b>Marks</b>
Interviews	1

- Questionnaires
- Interviews
- Performance metrics
- Task forces

**Q5.** Kurt Lewin's model of change includes three key stages. Which of the following correctly lists these stages in the order they occur? 1 2 2

<b>Rubric</b>	<b>Marks</b>
Unfreeze, Change, Refreeze	1

- Unfreeze, Change, Refreeze
- Refreeze, Unfreeze, Change
- Change, Refreeze, Unfreeze
- Unfreeze, Refreeze, Change

**Q6.** In the context of force field analysis, which of the following statements best describes the purpose of this tool in organizational change? 1 2 3

<b>Rubric</b>	<b>Marks</b>
To identify and evaluate competing forces that support and resist change	1

- To assess the financial impact of change initiatives
- To identify and evaluate competing forces that support and resist change
- To develop training programs for employee skill enhancement
- To restructure the organizational hierarchy for efficiency

**Q7.** What is a primary goal of implementing Quality Circles (QC) within an organization as a structural intervention? 1 2 2

<b>Rubric</b>	<b>Marks</b>
To foster employee participation in problem-solving and quality improvement	1

- To enhance individual performance evaluation
- To foster employee participation in problem-solving and quality improvement
- To reduce the hierarchy within the organization
- To enforce strict management control over projects

**Q8.** Which of the following skills is essential for a change agent to effectively relate to the client system during an OD intervention? 1 4 3

<b>Rubric</b>	<b>Marks</b>
Active listening and communication skills	1

- Technical skills related directly to products or services
- Active listening and communication skills
- Financial management skills
- Advanced marketing skills

**Q9.** What is a key focus of the OD-HRD (Human Resource Development) interface? 1 5 2

<b>Rubric</b>	<b>Marks</b>
The integration of organizational goals with employee development initiatives	1

- The exclusive management of financial resources
- The integration of organizational goals with employee development initiatives
- The elimination of performance appraisal systems
- The simplification of communication channels

**Q10.** In a global organizational setting, which of the following is a major challenge for implementing effective OD interventions? 1 4 3

Rubric	Marks
The need to adapt interventions to diverse cultural contexts	1

- Uniformity in managerial practices across all regions
- The need to adapt interventions to diverse cultural contexts
- Lack of interest from the top management
- The prevalence of technological advancements

### Section 2 (Answer all question(s))

Marks CO BL

**Q11.** Explain the key assumptions and values underlying Organization Development (OD) and how they contribute to fostering a healthy organizational culture. 3 4 4

Rubric	Marks
key assumptions and values underlying Organization Development (OD) and their contribution for fostering a healthy organizational culture.	3

**Q12. (a)** Consider a mid-level organization struggling with employee engagement. Design a brief OD intervention plan that includes at least three specific strategies and justify each choice based on OD principles. 5 2 3

Rubric	Marks
Design a brief OD intervention plan that includes at least three specific strategies	5
Justify each choice based on OD principles	

(OR)

**(b)** Elucidate the emergence of Organizational Development (OD) as an applied behavioral science.

Rubric	Marks
Evaluate as per explanation.	5

### Section 3 (Answer all question(s))

Marks CO BL

**Q13.** Explain any one of the methods used for organizational diagnosis. 2 4 1

Rubric	Marks
Questionnaires, interviews, workshops, task -forces any of the one methods;	2

**Q14.(a)** Explain the various components of Organizational Development (OD) and detail their significance for organizations in terms of enhancing effectiveness and adaptability.

6 1 2

Rubric	Marks
Explain the various components of Organizational Development (OD) and Detail their significance for organizations in terms of enhancing effectiveness and adaptability.	6

**(OR)**

**(b)** Adopt a consultant's perspective and describe how you would apply organizational development theories to address a specific issue in an organization facing high employee turnover.

Rubric	Marks
How you would apply organizational development theories to address a specific issue in an organization facing high employee turnover.	6

#### **Section 4 (Answer any 2 question(s))**

**Marks CO BL**

**Q15.** Analyze the role of organizational renewal in maintaining competitiveness and fostering innovation.

4 5 4

Rubric	Marks
Role of organizational renewal in maintaining competitiveness and fostering innovation.	4

**Q16.** Discuss the implications of organizational growth for change management efforts. Illustrate your response with examples of how growth can necessitate specific change strategies within an organization.

4 2 3

Rubric	Marks
Implications of organizational growth for change management efforts and Illustrate your response with examples of how growth can necessitate specific change strategies within an organization.	4

**Q17.** Explain Kurt Lewin's model of change with example.

4 2 2

Rubric	Marks
Kurt Lewin's model of change with example.	4

#### **Section 5 (Answer all question(s))**

**Marks CO BL**

**Q18.** Explain quality circle.

2 5 1

Rubric	Marks
Quality Circle.Definition	2

**Q19. (a)** "Analyze the impact of different types of OD interventions (structural, behavioral, and technostructural) on organizational effectiveness. In your analysis, discuss how each intervention type contributes to the overall quality of work life and employee involvement."

<b>Rubric</b>	<b>Marks</b>
impact of different types of OD interventions (structural, behavioral, and technostructural) on organizational effectiveness and discuss how each intervention type contributes to the overall quality of work life and employee involvement."	6

**(OR)**

**(b)** Describe the role and skills of change agents in the context of organizational development interventions. How do these change agents effectively engage with the client system to design and implement successful interventions?

<b>Rubric</b>	<b>Marks</b>
The role and skills of change agents in the context of organizational development interventions. And role of change agents in effectively engaging with the client system to design and implement successful interventions	6

#### **Section 6 (Answer any 2 question(s))**

**Marks CO BL**

**Q20.** Discuss the role of OD in creating a synergistic relationship with HRD in organizations. How can OD practices enhance human resource development initiatives? 4 2 3

<b>Rubric</b>	<b>Marks</b>
<b>Discuss the role of OD in creating a synergistic relationship with HRD in organizations and role of OD practices in enhancing human resource development initiatives.</b>	4

**Q21.** Analyze the current challenges faced by OD practitioners in the global context and propose strategies to overcome these challenges. 4 4 4

<b>Rubric</b>	<b>Marks</b>
<b>Analyze the current challenges faced by OD practitioners in the global context and strategies to overcome these challenges.</b>	4

**Q22.** Identify the trends in OD research and practice that are shaping the future of the field. Discuss how these trends can influence organizational effectiveness. 4 5 2

<b>Rubric</b>	<b>Marks</b>
<b>Identify the trends in OD research and practice that are shaping the future of the field and how these trends can influence organizational effectiveness.</b>	4

#### **Section 7 (Answer all question(s))**

**Marks CO BL**

**Q23.** Evaluate the impact of a new remote work policy on employee engagement and productivity in an organization experiencing high turnover. 10 5 4

<b>Rubric</b>	<b>Marks</b>
Evaluate the impact of a new remote work policy on employee engagement and productivity in an organization experiencing high turnover.	10