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You just have a good feel for human factor'. The other managers generally agreed. However, the corporate personal director turned down their suggestion and proceeded with his original programme of hiring consultants.

Questions

- (a) Why did middle managers show resistance to team building approach of organisation development? **3**
- (b) Do you think the managers had accurate view of team building concept and role of external consultant in that? **3**
- (c) Did corporate personnel office sell the concept of team building and its usefulness properly to middle managers? What actions should the department have taken? **4**

Total No. of Questions: 6

Total No. of Printed Pages:4

Enrollment No.....



Faculty of Management Studies

End Sem (Odd) Examination Dec-2022

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.

- Q.1 i. While describing the individual roles, the 'role' is called as- **1**
 (a) Individual role (b) Focal role
 (c) Social role (d) None of these
- ii. OD can also be called as a process- **1**
 (a) For performance appraisal
 (b) For change of people
 (c) For teaching people how to solve the problem
 (d) All of these
- iii. The organizational diagnosis means- **1**
 (a) To identify strengths, weaknesses problem areas
 (b) To find out discrepancies, between vision and desired future and current situations
 (c) Both (a) and (b)
 (d) None of these
- iv. The data collection on organisation is undertaken by the- Consultant, **1**
 by way of-
 (a) Interviews (b) Press briefings
 (c) Social media (d) All of these
- v. The type(s) and category(ies) of "Power" is(are)- **1**
 (a) Expert power (b) Reference power
 (c) Information power (d) All of these
- vi. Which of the following is not one of the stages in Kurt Lewin's famous **1**
 three-stage prescriptive model of change developed in the 1950s?
 (a) Melting resistance
 (b) Refreezing attitudes at the new level
 (c) Unfreezing current attitudes
 (d) Moving to a new level

P.T.O.

[2]

vii.	Some of the major benefit(s) of the OD interventions is(are)- (a) Improved job satisfaction (b) Improved productivity (c) Improved teamwork (d) All of these	1	iii.	How to bring change in an organisation by Kurt Levin's model and briefly explain force field analysis.	4
viii.	MBO programme generally consists of- (a) Four stages (b) Five stages (c) Six stages (d) Seven stages	1	Q.5	i. Are all managers are change agent & discuss it. ii. What is action research? Explain action research process.	2 6
ix.	Which of the following means is not used by managers when implementing operational research techniques? (a) Scientific (b) Financial (c) Logical (d) Mathematical	1	OR	iii. Discuss intergroup interventions. What are the various steps involved in inter group interventions.	6
x.	As a result of recent studies in OD, number of views are now being developed, one of the most important concept on which the OD is constructed is that of- (a) A normative value for culture and change (b) Individual leadership (c) Both (a) and (b) (d) None of these	1	Q.6	Attempt any two: i. What do you understand by OD-HRD interface. ii. Explain the benefit and needs of OD practice in an Organisation iii. Explain recent global trends in organisational development. Support your answer with example.	4 4 4
Q.2	i. What is meaning and definition of organisational development? ii. What are the implications of OD values and assumptions? iii. Organisational development is all about change. Explain how OD practices help in bringing about change in the organisation.	2 3 3	Q.7	CASESTUDY The personnel office of Prasant Chemicals limited informed the middle managers through a circular that a group of consultants would be calling on them later in the week to provide training on team building. The consultants would be emphasizing on how to develop teamwork and to build inter group relationships throughout the Company. The information also contained the approach to be adopted by the consultants and explained the five-step process of team building: problem sensing, examining differences, giving, and receiving feedback, developing interactive skills, and follow up actions. The circular also included a note on the utility of team building in organisational effectiveness. On receiving the circular, middle managers, felt tensed as they though team building as an exercise involving a lot of hocus-pocus as they experienced in sensitivity training exercises in which participants used to attack each other and let out their aggression by heaping abuse on those disliked. Therefore, the managers felt that the consultants were not needed for team building. One of the managers commented, 'now that as we understand what is involved in team building, we can go ahead and conduct session ourselves. All we have to do is to choose a manager who is liked by everyone and put him in the role of change agent/consultant. After all, you really do not need high priced consultants to do team building stuff.	
OR	iv. Explain the OD process.	3			
Q.3	Attempt any two: i. Elaborate the term organisational diagnosis in today's manufacturing organisation context. ii. Why organisational diagnosis is important and on what ground OD practitioner's choose organisational diagnosis techniques? iii. What is an interview, questionnaire and workshop? Explain with an example.	4 4 4			
Q.4	Attempt any two: i. Discuss the change and its effects on the employees and the organisation. ii. Explain the concept of creativity and innovation with the help of examples.	4 4			

Marking Scheme

MS5EH02 Organization Development

Q.1	i.	While describing the individual roles, the 'role' is called as-	1
		(b) Focal role	
	ii.	OD can also be called as a process-	1
		(c) For teaching people how to solve the problem	
	iii.	The organizational diagnosis means-	1
		(c) Both (a) and (b)	
	iv.	The data collection on organisation is undertaken by the- Consultant,	1
		by way of-	
		(a) Interviews	
	v.	The type(s) and category(ies) of "Power" is(are)-	1
		(d) All of these	
	vi.	Which of the following is not one of the stages in Kurt Lewin's famous three-stage prescriptive model of change developed in the 1950s?	1
		(a) Melting resistance	
	vii.	Some of the major benefit(s) of the OD interventions is(are)-	1
		(d) All of these	
	viii.	MBO programme generally consists of-	1
		(c) Six stages	
	ix.	Which of the following means is not used by managers when implementing operational research techniques?	1
		(d) Mathematical	
	x.	As a result of recent studies in OD, number of views are now being developed, one of the most important concept on which the OD is constructed is that of-	1
		(a) A normative value for culture and change	
Q.2	i.	Organisational development	2
		Meaning	1 mark
		Definition	1 mark
	ii.	Implications of OD values and assumptions	3
		1 mark for each	
	iii.	OD practices help in bringing about change in the organisation.	3
		As per explanation	
OR	iv.	Explain the OD process.	3
		As per explanation	
Q.3		Attempt any two:	
	i.	Organisational diagnosis in today's manufacturing organisation context.	4
		As per explanation	

	ii.	Organisational diagnosis is important	2 marks	4
		Ground OD practitioner's choose organisational diagnosis techniques	2 marks	
	iii.	Interview, questionnaire and workshop		4
		1 mark for each (1 mark * 3)	3 marks	
		Example	1 mark	
Q.4		Attempt any two:		
	i.	Change and its effects on the employees and the organisation.		4
		As per explanation		
	ii.	Concept of creativity and innovation		4
		As per explanation		
	iii.	Change in an organisation by Kurt Levin's model	3 mark	4
		Force field analysis	1 mark	
Q.5	i.	Are all managers are change agent & discuss it.		2
		As per explanation		
	ii.	Action research	2 marks	6
		Action research process	4 marks	
OR	iii.	Intergroup interventions	2 marks	6
		Steps involved in inter group interventions	4 marks	
Q.6		Attempt any two:		
	i.	What do you understand by OD-HRD interface.		4
		As per explanation		
	ii.	Explain the benefit and needs of OD practice in an Organisation		4
		As per explanation		
	iii.	Recent global trends in organisational development		4
		1 mark for each		
Q.7		(a) Why did middle managers show resistance to team building approach of organisation development?		3
		As per explanation		3
		(b) Do you think the managers had accurate view of team building concept and role of external consultant in that?		
		As per explanation		4
		(c) Did corporate personnel office sell the concept of team building and its usefulness properly to middle managers?	1 mark	
		What actions should the department have taken	3 marks	
