

the project. Raman responded to her concerns: “I have known these people for over ten years. They don’t know exactly what they need. CQI is an important buzzword. It’s the flavour of the month and if that’s what they want, that’s what we will give them.” He also told Revati that there was no other consultant available for this project. “Besides,” he said, “the President of the client firm had just called to say how much he had enjoyed meeting with you and was looking forward to getting started on the project right away.”

Revati felt that Raman’s responses to her concerns included a strong, inferred ultimatum: if you want to stay with this company, you had better take this job. “I knew I had to sink or swim with this job and this client,” Revati later reported. As she reflected on her options, she pondered the following questions:

- ☐ How can I be honest with the client and thus not jeopardize my values of openness and honesty?
- ☐ How can I be helpful to this client?
- ☐ How much do I know about quality improvement processes?
- ☐ How do I satisfy the requirements of my employer?
- ☐ What obligations do I have?
- ☐ Who’s going to know if I do or don’t have the credentials to perform this work?
- ☐ What if I fail?

After thinking about these issues, Revati summarised her position in terms of three dilemmas: a dilemma of self (who is Revati?), a dilemma of competence (What can I do?) and a dilemma of confidence (Do I like who I work for?). Based on the issues, Revati made the following tactical decisions. She spent two days at the library reading about and studying total quality management and continuous improvement. She also contacted several of her friends and former classmates who had experience with quality improvement efforts. Eventually, she contracted one of them to be her “shadow” consultant – to work with her behind the scenes on formulating and implementing an intervention for the client. Based on her preparation in the library and the discussion with her shadow consultant, Revati was able to facilitate an appropriate and effective intervention for the client. Shortly after her assignment was completed, she resigned from the consulting organisation.

Question-

- (a) Analyze the above case.

Total No. of Questions: 7

Total No. of Printed Pages: 4

Enrollment No.....



Faculty of Management Studies

End Sem Examination Dec-2023

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.

- Q.1 i. Organization Development (OD) process is cyclical and ends, when _____. **1**
- (a) Desired development result is obtained
 - (b) Plan is implemented
 - (c) Data is gathered
 - (d) Problem is identified
- ii. The team of authors, who called organizational development as, practical application of science of organization were: **1**
- (a) Rogger and Bennet
 - (b) Fayle and Taylor
 - (c) Porras and Robertson
 - (d) None of these
- iii. Going beyond the surface changes to transform the underlying assumptions and values governing organization’s behaviours is the study of which of the following discipline? **1**
- (a) Organizational Behaviour
 - (b) Organizational Development
 - (c) Organizational Configuration
 - (d) Organization Theory and Design
- iv. A scientific approach to study and then solving organizational issues experienced by an organization is called: **1**
- (a) Action Research
 - (b) Applied Research
 - (c) Experimental Research
 - (d) Pure Research
- v. 'moving stage' in Lewin's organizational change process considers **1**
- (a) Mobilize Commitment
 - (b) Consolidation of Gains
 - (c) Reinforcement of New Programs
 - (d) Monitoring & Assessing Programs
- vi. A person who initiates, stimulates, or facilitates a change program is called- **1**
- (a) Organization development stimulator
 - (b) Organization development facilitator
 - (c) Organization Development Manager
 - (d) Organization Development Practitioner

vii.	Which one the following in NOT the part of Lewin's change model?	1
	(a) Unfreezing (b) Refreezing (c) Moving (d) Problem Identification	
viii.	Which of the following stages may include installing new methods and procedures, reorganizing structures and work designs, and reinforcing new behaviours in action research model?	1
	(a) Intervention (b) Planning change (c) Evaluation (d) Feedback	
ix.	Transformational change in an organization refers to _____. (a) Complete change in almost all aspects of the organization (b) Incremental change in which necessary improvements are made in the existing organization (c) No change in any aspect of the organization (d) None of these	1
x.	Organizations that are good at developing relevant capabilities to respond to a changing context are known as _____. (a) Learning Organizations (b) Knowledge Organizations (c) Clan Organizations (d) None of these	1
Q.2	i. Explain the concept of organisational development.	2
	ii. Briefly discuss the future of organisational development.	2
	iii. What are the implications of OD values and assumptions?	4
OR	iv. Write an essay on the foundation of organization development.	4
Q.3	Attempt any two:	
	i. Briefly explain the process of diagnosis in relation to OD.	4
	ii. "An OD program represents an expenditure of organisational resources in exchange for some desired result". Examine the given statement by citing the example of an organization.	4
	iii. Explain any two techniques of organisational diagnosis.	4
Q.4	i. Write short notes on organisational renewal and re-energising.	3
	ii. How does force field analysis differ from the continuous change process? Why is it said that continuous change process model is an improvement over force field analysis model?	5
OR	iii. Explain the Kurt Lewin's Model of Change with an example.	5
Q.5	i. Why is it important to evaluate OD intervention?	3
	ii. Enumerate and explain the types of interventions used in OD.	5
OR	iii. "Change agents plays an important role in the implementation of planned change". Describe the skills that a change agent needs to possess.	5
Q.6	Attempt any two:	
	i. Define the OD-HRD interface.	4

ii.	Explain the OD in global settings.	4
iii.	What are the challenges faced in OD?	4
Q.7	Case Study- Revati Sharma and the Ethics of OD Revati Sharma had just finished her master's degree in Organisation Development and had landed at her first position with a small consulting company in Ahmedabad. The President, Raman Bhatia, convinced Revati that his growing organisation offered her a great opportunity to learn the business. He had a large number of contacts, an impressive executive career, and several years of consulting business behind him. In fact the firm was growing, adding new clients and projects as fast as Raman could hire consultants. A week after Revati was hired, Raman assigned her to a new client, a small manufacturing company. "I have met the client for several hours," he told her. "They are an important and potentially large opportunity for our firm. They are looking to us to help them address some long-range planning issues. From the way they talk, they could also use some continuous quality improvement work as well". As Revati prepared for her initial meeting with the client, she reviewed financial data from the firm's annual report, examined trends in the client's industry, and thought about the issues that young firms face. Raman indicated that Revati would first meet with the President of the firm to discuss initial issues and next steps. When Revati walked in to the President's office, she was greeted by the firm's senior management team. Team members expressed eagerness to get to work on the important issues of how to improve the organisation's key business processes. They believed that an expert in Continuous Quality Improvement (CQI), such as Revati, was exactly the kind of help they needed to increase efficiency and cut costs in the core business. Members began to ask direct questions of Revati about technical details of CQI, the likely time frame within which they might expect results, how to map key processes, and how to form quality improvement teams to identify and implement process improvements. Revati was stunned and overwhelmed. Nothing that Raman had said about the issues facing the company was being discussed and, worse, it was clear that he had sold Revati as an 'expert' in CQI. Her immediate response was to suggest that all of their questions were good ones, but they needed to be answered in the context of the long-range goals and strategies of the firm. Revati proposed that the best way to begin was for team members to provide her with some history about the organisation. In doing so, she was able to avert disaster and embarrassment for herself and her company, and to appear to be doing all the things necessary to begin a CQI project. The meeting ended with Revati and the management team agreeing to meet again the following week. Immediately the next day Revati sought out Raman. She reported on the results of the meeting and her surprise as being sold to the client as an expert on CQI. Revati suggested that her own competencies did not fit the needs of the client and requested that another consultant – one with expertise in CQI – be assigned to	10

Marking Scheme

MS5EH02 Organization Development

Q.1	i)	(a) Desired development result is obtained	1
	ii)	(c) Porras and Robertson	1
	iii)	(b) Organizational Development	1
	iv)	(a) Action Research	1
	v)	(b) Consolidation of Gains	1
	vi)	(d) Organization Development Practitioner	1
	vii)	(d) Problem Identification	1
	viii)	(a) Intervention	1
	ix)	(a) Complete change in almost all aspects of the organization	1
	x)	(a) Learning Organizations	1
Q.2	i.	As per explanation	2
	ii.	As per explanation	2
	iii.	$4 \times 0.5 + 4 \times 0.5 = 2 + 2 =$	4
OR	iv.	As per explanation	4
Q.3	i.	As per explanation	4
	ii.	As per explanation – 3 marks + 1 Mark for example	4
OR	iii.	$2 \times 2 =$ 4 Marks	4
Q.4	i.	As per explanation	3
	ii.	As per explanation	5
OR	iii.	As per explanation – 4 marks + 1 mark for example	5
Q.5	i.	As per explanation	3
	ii.	$2 \times 2.5 =$ 5 marks	5
OR	iii.	As per explanation	5
Q.6	Attempt any two:		

i.	As per explanation	4
ii.	As per explanation	4
iii.	$4 \times 1 =$	4

4 Marks

Q.7	Case Study	10
	As per explanation	
	Introduction -	2 Marks
	SWOT analysis -	6 Marks
	Concession -	2 Marks
