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transition was starting to cause recently promoted supervisors and managers to leave while still in the management onboarding process. They needed to bridge the skill gap for those moving into leadership positions to keep them confident, engaged, and employed. They also needed an innovative and compelling program that could be completed in a short timeline.

Therefore, the company partnered with AllenComm to create training for new supervisors and managers who lacked previous management experience and didn't have strong leadership skills. The customized training mixed narrative videos with motion graphics and simulations, creating an accessible competency path that not only built procedural and technical skills, but helped the learners believe that they could be leaders. Small, easily digestible training modules kept learners from feeling overwhelmed, and fun simulation exercises focused on real-life activities employees would find on the job. Celebrating milestone achievements along the way gave the learners confidence and increased motivation to continue with the training process. AllenComm's training solution engages the learner quickly and early on, providing them with the skills they need to become confident managers or supervisors. As more employees have completed the onboarding process, the direct result was higher employee retention and satisfaction, which saved this expanding convenience store chain the high cost associated with employee turnover.

Discussions

- (a) Considering the challenges faced by the company write down your suggestions along with the process you will follow during implementation.
- (b) How has the solution helped since implementation?

Total No. of Questions: 7

Total No. of Printed Pages:4

Enrollment No.....



Faculty of Management Studies
End Sem (Odd) Examination Dec-2019
MS5EH02 Organisation Development

Programme: MBA

Branch/Specialisation: Management

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. 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
- ii. The primary advantage of Organizational Development is: 1
(a) It tries to deal with change in a whole organization
(b) It is easy to implement
(c) Both (a) and (b)
(d) None 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. A known OD conceptualize, has identified prime responsibilities of OD, consultant. The initiator's name is: 1
(a) Taylor (b) Ishikawa (c) Posovasky (d) Argyris
- v. Lewin's process consists of 1
(a) Unfreezing stage (b) Moving stage
(c) Refreezing stage (d) All of these

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- vi. Moving stage in Lewin's organizational change process considers: **1**
 (a) Mobilize commitment
 (b) Consolidation of gains
 (c) Monitoring of assessing programs
 (d) Reinforcement of new programs
- vii. Some of the major benefit(s) of the OD interventions is (are): **1**
 (a) Improved job satisfaction (b) Improved productivity
 (c) Improved team work (d) All of these
- viii. Quality Circle is basically an idea based on: **1**
 (a) American Synthesis on Japanese Idea
 (b) Japanese Synthesis of American Idea
 (c) German Synthesis on Japanese Idea
 (d) American Synthesis on German Idea
- ix. Which of the following may pose challenge in future for OD practitioner? **1**
 (a) Changing technologies (b) Workforce diversity
 (c) Both (a) and (b) (d) None of these
- x. Although each organization has its own unique set of challenges, which has proved to be an effective tool which promotes increased job satisfaction: **1**
 (a) Management development tool
 (b) Survey feedback tool
 (c) Both (a) and (b)
 (d) None of these
- Q.2 i. Define the term organisation development. **2**
 ii. Write down the process of organisation development. **2**
 iii. Briefly describe prominent assumptions and values which play important role for organisation development **4**
- OR iv. Organisation development is emerging as applied behavioural science. Comment. **4**
- Q.3 i. Discuss various types of interview methods. **3**
 ii. Write a detailed note on various techniques of organizational diagnosis. **5**

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- OR iii. Briefly discuss the advantages and disadvantages of various information collection techniques. **5**
- Q.4 i. Discuss the role played by of creativity and innovation for effective organisational change. **3**
 ii. Discuss in detail Kurt Lewin's model of organisational change. **5**
- OR iii. How power and participative types change cycles are utilised for organisation change. **5**
- Q.5 i. What are role and skills essential for change agents in organisation? Attempt any two: **2**
 ii. How management by objectives plays an effective role to manage organisation? **3**
 iii. Differentiate between behavioural and inter-group intervention techniques. **3**
 iv. Discuss various level of employee involvement on organisation functioning. **3**
- Q.6 Attempt any two:
 i. Write down the prominent challenges faced by a manager while organisation development. **4**
 ii. How organisation development and human resource development simultaneously put significant contributions for overall organisational development. **4**
 iii. Discuss role of OD for organisation in global perspective. **4**
- Q.7 Case Study **10**
 High turnover in any employment structure comes with a high cost. Studies estimate that when an employee leaves a job, it costs six to nine months of that employee's salary to replace them. One of our clients, a leading convenience store chain in the Eastern United States, confronted this reality during some recent changes to its business model. These changes made it necessary to have more leadership in each store at any given time, and the rapid

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**MS5EH02 Organisation Development
Marking Scheme**

Q.1	i.	OD can also be called as a process: (c) For teaching people how to solve the problem	1
	ii.	The primary advantage of Organizational Development is: (a) It tries to deal with change in a whole organization	1
	iii.	The organizational diagnosis means: (c) Both (a) and (b)	1
	iv.	A known OD conceptualize, has identified prime responsibilities of OD, consultant. The initiator's name is: (d) Argyris	1
	v.	Lewin's process consists of (d) All of these	1
	vi.	Moving stage in Lewin's organizational change process considers: (b) Consolidation of gains	1
	vii.	Some of the major benefit(s) of the OD interventions is (are): (d) All of these	1
	viii.	Quality Circle is basically an idea based on: (b) Japanese Synthesis of American Idea	1
	ix.	Which of the following may pose challenge in future for OD practitioner? (c) Both (a) and (b)	1
	x.	Although each organization has its own unique set of challenges, which has proved to be an effective tool which promotes increased job satisfaction: (b) Survey feedback tool	1
Q.2	i.	Define the term organisation development. (As per explanation)	2
	ii.	Process step with brief explanation	2
	iii.	Assumptions with explanation Values with explanation	4
	OR iv.	Organisation development (As per explanation)	4
Q.3	i.	3 Types of interview methods.	(1 mark*3) 3
	ii.	Organizational diagnosis Techniques	(2.5 mark*2) 5

OR	iii.	Advantages	2.5 marks	5
		Disadvantages	2.5 marks	
Q.4	i.	Discuss the role played by of creativity and innovation for effective organisational change.(As per explanation)	3 marks	3
	ii.	3- Step model of Kurt Lewin's change process.	5 marks	
OR	iii.	Power and participative types change cycles are utilised for organisation change. .(As per explanation)	5 marks	5
Q.5	i.	Role and skills essential for change agents in organisation (Any two)	(1 mark*2)	2
		Attempt any two:		
	ii.	MBO Definition	1 mark	
		Role	2 marks	
	iii.	3 Difference	(1 mark*3)	
Q.6	iv.	Various level of employee involvement on organisation functioning. (As per explanation)	3 marks	3
		Attempt any two:		
	i.	Challenges faced by a manager while organisation development.	(1 mark*4)	
	ii.	[OD – HRD interface]	4 marks	
Q.7	iii.	Role of OD	(1 mark*4)	4
		Case Study		
	(a)	Suggestions	(1 mark*3)	
	(b)	Process of Implementation(Steps only)	2 marks	
		Solution helped since implementation (As per explanation)	5 marks	10
