



Name :

Roll No. :

Invigilator's Signature :

CS/MBA/SEM-(4FT & 6PT)/HR-405/2013

2013

ORGANISATIONAL DEVELOPMENT

Time Allotted : 3 Hours

Full Marks : 70

The figures in the margin indicate full marks.

*Candidates are required to give their answers in their own words
as far as practicable.*

GROUP – A

(Multiple Choice Type Questions)

1. Choose the correct alternatives for any *ten* of the following :

10 × 1 = 10

- i) In Managerial Grid Approach the point 9·9 is denoted by
 - a) Country Club Management
 - b) Autocratic Management
 - c) Integrated Team Management
 - d) Middle of the Road Management.
- ii) The famous process consultation is given by
 - a) Tannenbaum
 - b) Lewin
 - c) McGregor
 - d) Schein.
- iii) The three ego states and their interaction with each other are described in
 - a) MBO
 - b) Transactional Analysis
 - c) Process consultation
 - d) Sensitivity Training.



- xi) Which of the following is considered as technique for overcoming resistance to change ?
- a) Negotiation
 - b) Participation
 - c) Coercion
 - d) All of these.
- xii) Gestalt approach is related to
- a) intergroup intervention
 - b) team building
 - c) QWL
 - d) process consultation.

GROUP – B

(Short Answer Type Questions)

Answer any *three* of the following $3 \times 5 = 15$

2. List and discuss the three reasons that describe why people resist change. Include an example of each reason to support your answer.
3. Suppose that the problem is unproductive, staff meetings they are poorly attended, members express low commitment and involvement in them. Now you are the manager in the charge of meetings and you desire to make the meeting more vital and productive. What steps would you follow ?
4. Who is a change agent and what are its desirable characteristics ?
5. Is team building important for organisations ? If so, what strategies would you suggest to develop teams ?
6. Write a note on Sensitivity Training.

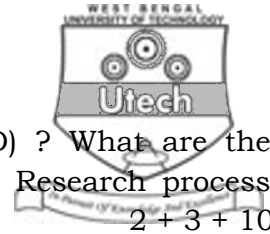
GROUP – C

(Long Answer Type Questions)

Answer any *three* of the following. $3 \times 15 = 45$

7. What do you understand by change ? Mention the sources of resistance to change. Discuss Lewin's model of planned change. $3 + 3 + 9$

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8. What is Organizational Development (OD) ? What are the assumptions of OD ? Discuss the Action Research process of OD. 2 + 3 + 10
9. Suppose you have been invited as an external consultant by a leading IT company to help them in reducing high attrition rate through an OD program.
- a) Describe the series of phases you envisage for progressing in a logical manner.
- b) Mention the intervention(s) you think would be most effective citing reasons. 10 + 5
10. a) What do you mean by transactional analysis ? How can it be used in improving interpersonal relations ?
- b) Outline the various stages in the OD process. Discuss the role of socio-technical systems and confrontation meeting in OD. 6 + 9
11. Write short notes on any *three* of the following : 3 × 5
- a) Characteristics of an effective team
- b) Experience Based Learning
- c) Cross functional teams
- d) Confrontation Meeting
- e) Value of Career Planning.

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