

Enrollment No.....



Faculty of Management
End Sem (Odd) Examination Dec-2017
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. Following is not considered as an organizational development intervention programme 1
(a) Team-building (b) Survey feedback
(c) Leadership development (d) All of these
- ii. Organizational development as an intervention programme is basically a _____ approach. 1
(a) Top-to-bottom (b) Horizontal
(c) Bottom-to-top (d) None of these
- iii. An interview, in which you ask about a candidate's behavior in a certain given situation is 1
(a) Situational interview (b) Situational test
(c) Behavioral tests (d) Job related questions
- iv. An interview, in which candidates are put into anxiety is a 1
(a) Situational interview (b) Stress interview
(c) Behavioral test (d) Job related interview
- v. Following is not recommended for fostering organizational creativity 1
(a) Encourage new ideas. (b) Tolerate failure.
(c) Encourage new ideas. (d) Provide general objectives.
- vi. Following is not a recommended approach to encourage creativity 1
(a) Tolerating failures.
(b) Offering recognition for good effort and performance.
(c) Restricting on-the-job interaction in order encourage individual excellence.
(d) Encouraging experimentation among employees.

P.T.O.

[2]

- vii. The term "Quality of Work Life" was coined by: **1**
(a) Eric Tryst (b) Henry Towne
(c) Walter Shewart (d) Hammer & Champy
- viii. 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) Unfreezing current attitudes.
(b) Moving to a new level.
(c) Refreezing attitudes at the new level.
(d) Melting resistance.
- ix. 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
- x. During the course of the Organizational Development projects, the internal OD specialists should:- **1**
(a) Become increasingly professionalized and be responsible for their own development
(b) Advise the consultant
(c) Both (a) and (b)
(d) None of these
- Q.2 i. Explain the relevance of OD. **2**
ii. Write the assumptions and values of OD in relevance to competitive scenario. **3**
iii. Discuss the role of top management and OD practitioners. **5**
OR iv. Write the emergence of OD as applied science in today's scenario. **5**
- Q.3 i. Explain the structured and unstructured questionnaire. **2**
ii. Discuss the techniques of organizational diagnosis. **8**
OR iii. Explain the process of collecting and analysing diagnostic information with feedback mechanism. **8**

[3]

- Q.4 i. What are the importances of planned change? **3**
ii. Explain the process of Kurt Lewin model of change with suitable examples. **7**
OR iii. Mention the role of creativity and innovation in managing change. **7**
- Q.5 i. Briefly discuss the management by objectives. **4**
ii. Discuss role, skills and styles of change agents. **6**
OR iii. Discuss concept of quality of work life for organizational effectiveness. **6**
- Q.6 Write short note on any two:
i. OD-HRD interface. **5**
ii. Challenges of OD. **5**
iii. OD in global setting. **5**

MS5EH02 Organization Development

Marking Scheme

Q.1	i.	Following is not considered as an organizational development intervention programme (d) All of these	1	OR	iv.	Write the emergence of OD as applied science in today's scenario.	5
	ii.	Organizational development as an intervention programme is basically a _____ approach. (a) Top-to-bottom	1	Q.3	i.	Structured questionnaire – 1 mark Unstructured questionnaire – 1 mark	2
	iii.	An interview, in which you ask about a candidate's behavior in a certain given situation is (a) Situational interview	1		ii.	Techniques of organizational diagnosis.	8
	iv.	An interview, in which candidates are put into anxiety is a (b) Stress interview	1	OR	iii.	Process with feedback	8
	v.	Following is not recommended for fostering organizational creativity (d) Provide general objectives.	1	Q.4	i.	Any 3 importance of planned change	3
	vi.	Following is not a recommended approach to encourage creativity (c) Restricting on-the-job interaction in order encourage individual excellence.	1		ii.	Process of Kurt Lewin model – 5 marks Examples - 2	7
	vii.	The term "Quality of Work Life" was coined by: (a) Eric Tryst	1	OR	iii.	Any 7 role of creativity and innovation in managing change.	7
	viii.	Which of the following is <u>not</u> one of the stages in Kurt Lewin's famous three-stage prescriptive model of change developed in the 1950s? (d) Melting resistance.	1	Q.5	i.	Management by objectives.	4
	ix.	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		ii.	Role of change agents- 2 marks Skills of change agents- 2 marks Styles of change agents – 2 marks	6
	x.	During the course of the Organizational Development projects, the internal OD specialists should:- (a) Become increasingly professionalized and be responsible for their own development	1	OR	iii.	Concept of quality of work life for organizational effectiveness.	6
Q.2	i.	Relevance of OD.	2	Q.6		Write short note on any two:	
	ii.	Any 3 assumptions and values of OD (1 mark * 3 = 3 marks)	3		i.	OD-HRD interface.	5
	iii.	Role of top management – 2.5 marks Role of OD practitioners. – 2.5 marks	5		ii.	Any 5 Challenges of OD.	5
					iii.	OD in global setting (any 5 dimensions)	5
