

VPM's
DR VN BRIMS, Thane
Programme: MMS (2013-15)
Third Semester Examination October/November 2014

MMS-III Subject	HR	Organizational Development (OD 03)	
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	06-11-2014

Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.

Q1) 20 Marks (Compulsory)

What type of intervention do you understand from the case given below? Discuss in detail with proper theoretical foundation?

An HR Director approached the OD team to help resolve conflict between the HR and Finance departments. While acknowledging that personality differences existed between the two department heads, the conflict also involved several team members in each department. The groups needed to interact on a variety of projects and poor communication was impacting morale and productivity. The OD team interviewed each director to understand their perspective of the conflict. They also interviewed a couple of key team members from each department. To gather further advance information for the meeting, they developed a short online survey for the two groups. Each person was asked to assess their group's performance and performance of the other group on various communication topics. They were also asked to describe how they viewed themselves and the other group, and how they felt the other group viewed them.

The data from the mini survey was summarized and sent to members of both the teams a couple of days prior to the meeting. All department members also completed an online Myers Briggs assessment. The full day workshop began with a two-hour, Myers Briggs communications workshop with all department members. This helped people understand that all preferences are needed to obtain best results and to appreciate the different preferences of their peers and leaders. The OD team gave them information about how to communicate effectively with different types.

The rest of the morning was spent reviewing the results of the survey and breaking into small, action planning teams with HR and Finance represented on each team. The groups were asked to look at the data from each group's perspective and then develop into specific plans to improve communications. The morning session was closed out by reassembling the entire group and asking each person to share something they personally planned to do to help improve future communications.

In the afternoon, the OD facilitator met for a coaching session with just the two Directors. The survey data was reviewed with them, and the morning workshop debriefed. The Directors were also asked to talk honestly about what their personal contributions to conflict issues were and to brainstorm ways that they and the two groups could begin to improve their inter-group communications. The feedback on the workshop from the team members and the Directors was very positive. They felt that the honest discussions about the communication issues would help them improve.

Attempt Any FOUR from the Remaining SIX Questions

Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) What are the characteristics of organization development?
- b) Write a note on Values and Assumptions of OD.
- c) Discuss the Action Research Model.

Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Give Meaning and Importance of Organizational Development Intervention
- b) Classify the various interventions in OD
- c) What are team interventions? Discuss the characteristics of an effective team

Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Discuss OD's future in constantly changing organizational, political and economic environment.
- b) Explain Client and Consultant Relationship.
- c) Explain the advantages and disadvantages of questionnaires as a data collection method.

Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) In which way environment can influence organizational change?
- b) What qualifies an Activity or Experience to be classified as an OD activity or experience?
- c) OD approach to Performance Management System (PMS)

Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Note on Team building
- b) Explain Johari window
- c) What is Effective Change Management?

Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Note on Employee Involvement as a Techno structural Intervention.
- b) Explain the process of organizational development.
- c) What is the advantage of making an Intervention or Experience as an OD Intervention?