

OD 03*Organizational Development*

Roll No.

Total No. of Printed Pages: 3

Total No. of Questions:

Maximum Marks: 60

Duration (hrs.): 3 Hours

Note:

- Q1 is compulsory.
- Answer any four out of the remaining six questions. Each question carries 10 marks. You have to attempt any two out of the three sub-questions within each question. Each sub-question carries 5 marks.

Q1 – 20 Marks (Compulsory)

Identify the intervention. Evaluate with reasons if the case meets the criteria of OD or not?

The Vice Chairman of a company observed that in spite of his repeated efforts to build them as a team the various unit heads of his conglomerate are not Seeing Eye to eye and are working in various directions. His monthly management team meetings have resulted in show down by some of his Directors, and discussion of small matters like dress code, tea breaks etc, rather than substantial business mat It was felt that units with various cultures need to collaborate, work like a team, think together and align with each other as there are a lot of business synergies between them. A climate survey to

bring out similarities and differences among the various units and using it for discussion may result in more working together. The consultant was introduced as a HRD consultant to survey the organization climate and give feedback of the survey. The consultant went round meeting various heads and their managers. The consultant had meetings with cross section of managers to discuss areas of concern to be included in the survey. A hundred item questionnaires was developed and finalized with the help of the top team. The survey was administered to all employees and anonymous data were conducted surveying their perceptions of the organization climate. The data were presented in two day top management meet which aimed at examining the data and preparing action plans to improve the status. The workshop resulted in their thinking together, discovering common issues, and preparing action plans to improve. The workshop also resulted in a series of role negotiation exercises and more structuring of the future meetings. Subsequent to the team building workshop some structural changes were initiated and the meetings were redesigned. The consultant withdrew after the team building workshop. The intervention lasted across six months. Many changes were made to improve the efficiency and effectiveness of the team working and various other HR issues. The CEO used the survey data to initiate many changes in the system. The CEO went round presenting the data along with his top team and used it to initiate changes.

Attempt Any Four out of the Remaining Six Questions

Q2 (a) What are the characteristics of organization development? (5 Marks)

(b) Write a note on Values and Assumptions of OD (5 Marks)

(c) Discuss the Action Research Model (5 Marks)

Attempt any two from (a) or (b) or (c) (5x2) = 10 Marks

Q3 (a) What is Planned Change? Discuss in detail (5 Marks)

(b) What are the various competencies of an Effective OD Practitioner? (5 Marks)

(c) What qualifies to be an OD Intervention? (5 Marks)

Attempt any two from (a) or (b) or (c) (5x2) = 10 Marks

Q4 (a) How can environment influence organizational change? (5 Marks)

(b) As a potential HR Manager, predict the future of OD in the coming years (5 Marks)

(c) Steps involved in Survey Feedback (5 Marks)

Attempt any two from (a) or (b) or (c) (5x2) = 10 Marks

Q5 (a) Limitations of Survey Feedback (5 Marks)

(b) Note on Team building (5 Marks)

(c) Discuss the role of TQM in OD (5 Marks)

Attempt any two from (a) or (b) or (c) (5x2) = 10 Marks

Q6 (a) What are the three levels of diagnosing an organization. Explain in brief (5 Marks)

(b) Explain the process of organizational development (5 Marks)

(c) Assuming yourself as an HR manager, suggest the ways for effective team building. (5 Marks)

Attempt any two from (a) or (b) or (c) (5x2) = 10 Marks

Q7 (a) Write a Note on Team & Teamwork (5 Marks)

(b) What qualifies an Activity or Experience to be classified as an OD activity or experience? (5 Marks)

(c) OD approach to Performance Management System (PMS) (5 Marks)

Attempt any two from (a) or (b) or (c) (5x2) = 10 Marks