

2016

MBA

3rd Semester Examination

ORGANISATIONAL CHANGE AND DEVELOPMENT

(Specialisation : Human Resource Management)

PAPER—HR-304

Full Marks : 100

Time : 3 Hours

The figures in the margin indicate full marks.

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

Illustrate the answers wherever necessary.

1. Answer any *eight* questions : 8×5

(a) Explain Kurt Lewin's change Model.

(b) Explain diagnostic component, action component and process-management component of OD.

(Turn Over)

- (c) Describe in short, the uses of action research in OD.
- (d) What is Role Analysis Technique (RAT) ?
- (e) Outline briefly the steps of diagnostic meeting.
- (f). Describe the process and importance of sensitivity training.
- (g) Explain the concept of quality of work life.
- (h) What are the organizational factors that resist the change process ?
- (i) "Organisation Development (OD) values trend to be humanistic, optimistic and democratic" — Establish the suitability of the statement.
- (j) Discuss the trends of sensitivity training highlighting its focus area applied in organisations.
- (k) OD consultant is a model and facilitator bringing change in organisation towards development process — discuss.
- (l) Outline the usual problems in OD interventions.

2. Answer any *four* questions : 4×10

- (a) What do you mean by organizational change ?
'Work-place changes can be of various types.' — Explain

- the statement. Discuss the major trends which are shaping change in organizations. 2+3+5
- (b) Explain the concept of Organization Development (OD). Discuss briefly the values that OD emphasizes. 3+7
- (c) What is OD intervention? Explain some of the major families of OD interventions as mentioned by French and Bell. 2+8
- (d) Explain the concept of Transactional Analysis. Write down the importance of T.A. 7+3
- (e) State the principle of third-party peace making intervention. Discuss Walton's approach to third-party peace making.
- (f) Discuss grid organisation development program designed by Blake and Mouton highlighting the phases of grid program.

[Internal Assessment : 20]
