

2017

MBA

3rd Semester Examination

ORGANISATIONAL CHANGE AND DEVELOPMENT

(Specialisation : Human Resource Management)

PAPER—HR-308

Full Marks : 100

Time : 3 Hours

The figures in the right-hand margin indicate full marks.

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

Illustrate the answers wherever necessary.

Answer All Questions.

1. Answer any *eight* questions : **8×5**

- (a) Discuss how and when to use OD action research.
- (b) What are the characteristics of OD ?

(Turn Over)

- (c) Briefly explain the various stages of organizational life cycle.
- (d) Explain the various factors that compel an organization to change.
- (e) Describe the state of 'unfreezing' in the process of organizational change towards development.
- (f) Write a short note on OD cube.
- (g) Explain briefly the various steps involved in a confrontation meeting.
- (h) Role analysis technique is an OD intervention aimed at improving the work relationships among team members. Explain.
- (i) Find out role of team building activities in OD intervention.
- (j) State the concept of Sensitivity training specifying its role in OD.

- (k) What is Business Reengineering? State the needs of Business Reengineering in OD.
- (l) Outline the causes of occurrences of resistance to organisational change and development.

2. Answer any *four* questions : 4×10
- (a) Explain the concept of Organization Development. Briefly describe the cyclical model of OD Action Research. 3+7
- (b) What is OD interventions? Describe the major families of OD interventions as given by French and Bell. 2+8
- (c) The managerial grid technique developed by Blake and Menton is a very significant and practical contribution to organizational development. Explain. 10
- (d) Write short notes on any *two* : 2×5
- (i) Quality of work life.
- (ii) Transactional Analysis.
- (iii) Management by Objectives.

- (e) Define organization development. Justify the concept that organization development is planned change in an organization context. Discuss Kurt Lewin three stage model of the organization change process towards organization development. 2+2+6
- (f) Discuss the effectiveness of Action Research in OD as a process and an approach.

[Internal Assessment : 20 Marks]
