

2018

MBA

3rd Semester Examination

ORGANISATIONAL CHANGE AND DEVELOPMENT

(Specialisation : Human Resource Management)

PAPER—HR-304

Subject Code—09

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.

1. Answer any eight questions :

8×5

- (a) "The need for introducing change in a business organization arises due to several reasons." — What are these reasons ? Explain.

(Turn Over)

- (b) Identify and discuss different varieties of changes that are facing the business world today.
- (c) Define organization development (OD). Briefly discuss the important characteristics of OD.
- (d) Provide an overview of assumptions of organization development.
- (e) Write a short note on Weisbord's model for organizational diagnosis.
- (f) "Eric H. Neilson has identified several basic dimensions in the client-consultant relationship" — Discuss these basic dimensions.
- (g) Compare and contrast Role Negotiation Technique and Role Analysis Technique.
- (h) What are the objectives of third party interventions ?
- (i) Discuss the organizational life cycle.
- (j) What are the differentiating points between Survey Research and Laboratory Training Methods in the context of OD.
- (k) Explain Quantity of Work Life.

(l) Discuss the concept of Gestalt orientation to team building.

2. Answer any four questions :

4×10

(a) (i) What is MBO ?

(ii) State and explain the MBO process.

(iii) Discuss why do some organizations use MBO as a method for appraising performance of this employees ?

2+4+4

(b) Though it is said that change is the only permanent thing, a majority of people still have a tendency to resist it. Why ? What can organization do to overcome this resistance ?

5+5

(c) (i) What is Transactional Analysis (TA) ?

(ii) "Each person irrespective of age has three ego states" — What are these ego states ? Discuss them with suitable example.

(iii) How does this technique help the managerial personnel to change their behavioural pattern ?

2+6+2

(d) (i) All OD techniques can be divided into three categories. — State and explain them.

- (ii) Describe the conditions which must exist for the success of an OD programme in the light of experience of Indian organization. 3+7
- (e) (i) What are the characteristics features of action research process ?
- (ii) Why is action research described as a cyclical process of systematic scientific inquiry ? Provide an overview of the action research model. 3+(3+4)
- (f) Write short notes on (any two) : 2×5
- (i) Team building intervention ;
- (ii) Confrontation meeting ;
- (iii) Role of OD Facilitators ;
- (iv) Job redesign.

[Internal Assessment : 20 Marks]

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TB-350