

**NEW**

**2015**

**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 : 5×8**
- (a) State any five important characteristics of OD.
- (b) What is an organisation and what is conception of Planned Change that an organisation requires to be implemented ?

*(Turn Over)*

- (c) Discuss how and when action research is used in OD.
- (d) What is state of unfreezing in process of organisational change towards development ?
- (e) Briefly discuss organisational life cycle mentioning the phases in it.
- (f) Explain role perception, role expectation and role conflict.
- (g) Discuss the status and concept of sensitivity training as in existence in India.
- (h) What are the objectives of third party interventions ?
- (i) Organisation development is an ongoing interactive process — establish this.
- (j) Write a short note on Transactional Analysis.
- (k) Differentiate between “work group” and “team”.
- (l) State the basic intervention behaviours of Gestalt-oriented Consultant.

2. Answer any *four* questions : 10×4

(a) Organizations generally pass through the five stages during life cycle — What are these stages ? Discuss.

2+8

(b) What is organisation development ? Discuss Lewin's change model towards organisation development stressing upon the state of keeping a system's behaviour stable.

2+8

(c) Explain any two approaches that are used to redesign the jobs in the organizations.

5+5

(d) Discuss why Action research is considered as corner stone of organisation development process, that is, an ongoing series of events and actions.

(e) Discuss the value of career planning for the organization. What are the issues involved in career planning and how can these be achieved through the career planning activities ?

2+2+6

(f) Write briefly upon any *two* of the following : 5+5

- (i) Career planning intervention.
- (ii) Gestalt approach to team building.
- (iii) Quality of Work Life (QWL).

**[ Internal Assessment : 20 ]**

---