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952 (OCD)

[20-HKPGDEN-M2S(N)21J]

PGDHRM 2nd Semester (New) Exam., 2020

ORGANIZATIONAL CHANGE AND DEVELOPMENT

[PGDHRM-S2-02]

Full Marks : 80

Time : 3 hours

The figures in the margin indicate full marks for the questions

1. *(a)* Answer the following in *one/two* sentence(s) : 1×8=8

(i) Give an example of external forces of change.

(ii) Give an example of internal forces of change.

(iii) Define power.

(iv) Define politics.

(v) What is downsizing?

(vi) Mention one advantage of T group training.

(vii) Mention one disadvantage of T group training.

(viii) Mention one emerging trend in OD.

(b) Choose the correct option of the following : 1×4=4

(i) Identify the odd one in respect of OD.

1. OD is planned intervention
2. OD is organization-wide
3. OD is managed from the bottom
4. None of the above

(ii) Which one of the following is not a theory of change?

1. Lewin's change model
2. Action research model
3. The positive model
4. None of the above

(iii) MBO process includes

1. work group involvement
2. joint manager-subordinate goal setting
3. Both of the above
4. None of the above

(iv) MBO process includes

1. establishment of action plan for review
2. establishment of criteria of success
3. Both of the above
4. None of the above

(c) Fill in the blanks : 1×4=4

(i) Merger refers to the integration of two previously independent organizations into a completely _____ organization.

(ii) Acquisition involves the _____ of one organization by another for integrating into the acquiring organization.

(iii) Artifacts are _____ symbols.

(iv) An organization as a socio-technical system consists two independent parts which are social and _____.

2. Answer any *five* of the following questions (each within *50* words) : 2×5=10

(a) State any two characteristics of OD.

(b) Mention any two methods to overcome resistance to change.

(c) State any two characteristics of OD intervention.

(d) State any two issues related to client relationship.

(e) State any two characteristics of goal setting.

(f) What is self-managed work team?

(Continued)

3. Answer any *four* of the following questions (each in around *150* words) : 3×4=12

(a) State the meaning of action research.

(b) Mention the essence of Lewin's change model.

(c) Mention any three factors which affect success of interventions in an organization.

(d) What is the purpose of the formal group diagnostic meeting as a team-building intervention?

(e) Mention any three interventions for career planning and development.

4. Answer any *three* of the following questions (each in around *250* words) : 6×3=18

(a) Outline the steps for managing change programmes in an organization.

(b) Describe the components of OD map.

(c) Discuss the role of power and politics in the practice of OD.

(d) Discuss the essence of intergroup interventions.

5. Answer any *three* of the following questions (each in around *300* words) : 8×3=24

(a) "OD is a unique strategy to bring about a planned change in an organization." Discuss.

(b) Explain the role of OD professionals in organizational development.

(c) Discuss the ethical dilemmas in practising OD.

(d) Discuss the characteristics of learning organization.

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