

MASTER OF BUSINESS ADMINISTRATION
Third Semester
MANAGEMENT & ORGANIZATIONAL DEVELOPMENT
(MBA – 21 B)

Duration: 3Hrs.

Full Marks: 70

Part-A (Objective) =20
Part-B (Descriptive) =50

(PART-B: Descriptive)

Duration: 2 hrs. 40 mins.

Marks: 50

Answer any *five* of the following questions:

1. Explain the process of Organisational Development. In OD what kind of Knowledge is used? (9+1=10)
2. Define Organisational Development and Organisational Development Intervention. Mention some characteristics of Organisational Development. (2+3+5=10)
3. How Intervention can be designed? When intervention can be said as 'effective intervention'? Explain. (5+5=10)
4. Who is OD-practitioner? Mention some competencies of OD-practitioner. How values and ethics are related with OD-practitioner? (2+3+5=10)
5. Explain Techno-structural intervention. Define Attrition. (8+2=10)
6. What can be future of Organisational Development? Strike out the differences between team and work group. (7+3=10)
7. Explain the techniques of Strategic intervention? Explain team-building intervention. (5+5=10)

8. Solve the case:

(10)

SPG Electronics is an East Asian company which came to India in 1998 after getting clearance from the Foreign Investment Promotion Board (FIPB). It has been able to craft out in ten years, a premium brand positioning in Indian market and is today the most preferred brand in the segment. Its turnover in 2001 was rupees 265 crores and in the year 2008 it reached to handsome amount of rupees 2136 crores. It had faced problems at workplace and as a result of that you as an OD consultant were asked to help in solving the problems. After preliminary structured interview with the key people you decided to go for the survey feedback and it showed to you that the organisation has more of 'individualistic' than 'collectivistic' organisational culture. Such a profile of the organisational culture is in direct contrast with the kind of beliefs and value systems that the company preaches and has been preaching since it came to India. So, when you presented the data back to the top management, they got perturbed to believe this particular set of affairs and want your immediate help in rebuilding the culture so that the organisational members should believe in and practice "WE" than "I" at workplace. So, how will you go about to do this difficult but stimulating consultancy job?

MASTER OF BUSINESS ADMINISTRATION
Third Semester
MANAGEMENT & ORGANIZATIONAL DEVELOPMENT
(MBA – 21 B)

Duration: 20 minutes

Marks – 20

(PART A- Objective Type)

I. Choose the correct answer:

1×20= 20

1. Which of the following is not a part of Total Quality Management (TQM)?
a. Market b. Process c. System d. People
2. Which of the following is the first stage of Kurt Lewin Change model?
a. Freezing c. Refreezing
b. Unfreezing d. None of the above
3. Which of the following is the right concept of Downsizing?
a. Making the organisation tall in size c. Making the organisation small in size
b. Making the organisation resourceful d. All of the above
4. Job Enrichment refers _____
a. Vertical loading of job c. Horizontal loading of job
b. Both a & c d. Neither a nor c
5. Employee Involvement is a technique of which of the following OD- intervention?
a. HRM intervention c. Human Process Intervention
b. Team building Intervention d. Techno-structural Intervention
6. Managing change is an integral part of _____.
a. Top management's job c. Middle level management's job
b. Every manager's job d. The first line manager's job
7. Which of the following is not an external force of change?
a. Marketplace c. Government laws and regulations
b. Economic changes d. Workforce
8. A company that decides to decentralise its sales procedures –it comes under what change category?
a. Technology c. Structure
b. Competitor d. People

9. Which of the following is correct about organisational development?
 a. It is a planned change.
 b. It is focused primarily on human and social relationships.
 c. It aims at problem solving.
 d. All of the above.
10. Business Process Reengineering means switching from functional departments to _____
 a. Commitment
 b. Flexitime
 c. Specialised tasks
 d. Process Oriented teams
11. Which of the following is not a focused area of Change Management?
 a. Human Potential
 b. Employees Performance
 c. Participation of employees
 d. All of the above
12. Which of the following cannot be a technique of Downsizing?
 a. Layoff
 b. Redeployment
 c. Attrition
 d. None of the above
13. Which of the following is an element of Employee Involvement?
 a. Power
 b. Participative Management
 c. Empowerment
 d. Industrial democracy
14. Reward system must be aligned with _____.
 a. Strategy
 b. Employee involvement
 c. Structure
 d. All of the above
15. A career starts with _____ stage.
16. Divestiture decision is taken by _____ level management.
17. Team plays _____ leadership style.
18. Which of the following is a technique of Strategic intervention?
 a. Empowerment
 b. Alliances
 c. Process consultation
 d. Work –design
19. Which of the following step defines the entering and contracting stage of OD-process?
 a. Clarifies the organisational issues
 b. Diagnostic feedback
 c. Diagnosis organisations
 d. None of the above
20. Which of the following is correct statement?
 a. Values and beliefs are same.
 b. Belief is not a cognitive fact for a person.
 c. Belief is a proposition about how the world works the individual accepts as true.
 d. All are true.
