



BRAINWARE UNIVERSITY

Term End Examination 2018 - 19

Programme – Bachelor of Business Administration

Course Name –Organizational Change and Development

Course Code – BBA605H

(Semester – 6)

Time allotted:3 Hours

Full Marks : 70

[The figure in the margin indicates full marks. Candidates are required to give their answers in their own words as far as practicable.]

Group –A

(Multiple Choice Type Question)

10 x 1 = 10

1. *Choose the correct alternative from the following*
 - (i) The group which participates in sensitivity training is known as:
 - a. Training group
 - b. Conflicting group
 - c. Transactional group
 - d. None of these
 - (ii) “Parent, adult, and child” – are three egos in:
 - a. McKinsey’ 7s Model
 - b. Force-Field Model
 - c. Transactional Analysis Model
 - d. None of these
 - (iii) Confrontation meeting is related to:
 - a. Discussion of change proposal
 - b. Exploration of opposite opinions
 - c. Neither (a) nor (b)
 - d. Both (a) and (b)
 - (iv) Organisational development is a strategy which promotes change in values, beliefs, and culture at:
 - a. Individual level
 - b. Group level
 - c. Organisational level
 - d. All of these
 - (v) Quality of Work Life (QWL) is related to:
 - a. Individual level
 - b. Group level
 - c. Organisational level
 - d. All of these
 - (vi) Other two stages related to unfreezing stage in Kurt Lewin’s change model are:
 - a. Moving
 - b. Refreezing
 - c. Neither (a) nor (b)
 - d. Both (a) and (b)

- (vii) Coordination is most important for groups performing:
- a. Independent tasks
 - b. Interdependent tasks
 - c. Mutually exclusive tasks
 - d. Self-regulatory tasks
- (viii) All of the following are the conflict controlling strategies EXCEPT:
- a. Prevent the ignition of conflict
 - b. Limit the formation of conflict
 - c. Help coping with the results of conflict
 - d. Highlighting the basic issues causing the conflict
- (ix) A change agent's roles in organisational development are of a:
- a. Counselor
 - b. Researcher
 - c. Mediator
 - d. All of these
- (x) In which of the following steps does the process consultant identify change-related problems?
- a. Entering
 - b. Contracting
 - c. Diagnosis
 - d. Feedback

Group – B

(Short Answer Type Questions)

3 x 5 = 15

Answer any *three* from the following

2. What do you understand by organisational life cycle? 5
3. Illustrate the contribution of Kurt Lewin in emergence of organisational development concept. 5
4. Explain various assumptions for an effective organisational development process. 5
5. Draw the relationship between individual interventions and human resource development. 5
6. Evaluate the role of change agent in sensitivity training. 5

Group – C

(Long Answer Type Questions)

3 x 15 = 45

Answer any *three* from the following

7. (a) What is Managerial Grid Model? 5
 (b) Analyse the role of survey feedback in action research process. 10
8. (a) Interpret the process of fish-bowl meeting. 2
 (b) Analyse the importance of Management by Objective process in organisational development. 10
 (c) Evaluate the role of change agents in conducting management development programmes. 3

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| 9. | (a) | What is Likert's Four System Management | 5 |
| | (b) | Analyse the role of Kotter's 8-step Change Model in formulating human resource strategies. | 10 |
| 10. | (a) | Interpret the process of appreciative inquiry. | 2 |
| | (b) | Analyse the importance of process consultation in organisational development | 10 |
| | (c) | Evaluate the role of change agents in conducting confrontation meeting. | 3 |
| 11. | (a) | Interpret various values of organisational development | 2 |
| | (b) | Judge the role of socio-technical system approach in organisational development. | 3 |
| | (c) | Assess the significance of performance appraisal in the context of organisational development. | 3 |
| | (d) | Evaluate the role of human resource development process in promotion of organisational development. | 7 |
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