

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2024-26)

END TERM EXAMINATION (TERM -III)

 Subject Name: **Organization Development: DICS**

 Time: **02.00 hrs**

 Sub. Code: **PGH33**

 Max Marks: **40**
Note:

All questions are compulsory. Section A carries 12 marks: 6 questions of 2 marks each, Section B carries 18 marks having 3 questions (with internal choice question in each) of 6 marks each and Section C carries 10 marks one Case Study having 2 questions of 5 marks each.

Kindly write the all the course outcomes as per your TLEP in the box given below:

- CO1-** Ability to understand clearly the development processes from individual level to group level
- CO2-** Learn the behavioral processes in Lab settings and learn the art and style of solving individual and group problems for effective organizations
- CO3-** Learn the use of Instruments for diagnosing individual, group and organizational level problems for integrated organization development
- CO4-** Developing change plans on the basis of the problems diagnosed and prioritized, and implementation strategies -m change plans for different interventions – human processes, technostructural, HRM, strategic change e
- CO5-** Managing change effectively by choosing change resolution strategies

SECTION – A

Attempt all questions. All questions are compulsory.

2×6 = 12 Marks

Questions	CO	Bloom's Level
Q. 1 (A): What is Root Cause Problem Analysis? How it is done? Q. 1 (B): What is Action Research program? Q. 1 (C): What are the various ways organizational diagnosis can be undertaken to devise successful change program? Q. 1 (D): Why managing Organizational Change is a challenge? Q. 1 (E): Explain the ways and means to balance the two change forces mentioned by Kurt Lewin. Q. 1 (F): What OD competencies are essential to be able to become a successful change practitioner?	CO1	L1, L2

SECTION – B

All questions are compulsory (Each question have an internal choice. Attempt any one (either A or B) from the internal choice)

6 x 3 = 18 Marks

Questions	CO	Bloom's Level
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Q. 2 (A): Diagnosing organizational problems from point of undertaking an OD Program is a challenge. What are the various diagnosis processes used in OD program? Or Q. 2 (B): Who are the important stakeholders whose interests and expectations need to be addressed to make any OD Program successful. Explain in the context of a company where you feel it is time to undertake an OD program in the organization.	CO2	L2, L3
Q. 3: (A). What will be your strategy to meet resistance to change. Discuss the strategies in the context of Kotter's eight step model to undertake, implement and institutionalize change program. Or Q. 3: (B). Business Continuity Management is becoming a challenge today. What Strategic Change Interventions can be undertaken for the same?	CO3	L3, L4
Q. 4: (A). What are the two forces that gives rise to a change curve. Explain the importance of the force field process to explain the different types of Change curves and what change skills are needed to manage resistance in each of the four different types of curves that a change program may take. Or Q. 4: (B). Ethics in OD is very important. In the context of Future directions of OD – 'From OD in Theory to OD in Practice', what according to you need to be done by OD practitioners to contribute to high organic growth.	CO4	L4, L5
<u>SECTION – C</u> Read the case and answer the questions 5×02 = 10 Marks		
Questions	CO	Bloom's Level

Q. 5: Case Study: Read the case situation carefully, introspect the few concerns in the form of questions below the narrated case incident and then answer the questions below: Case on: `The Nuclear Power Plant was at the stage of Startup. One new field operator noticed a deficiency in the fan of Boiler room cooler and spoke to the Reactor Engineer, who preferred to verify the observation throughout the first operator and spoke to the Mechanical Maintenance Engineer on phone. He felt the job was a routine one and promptly instructed a maintainer and a Welder to do the job under the guidance of the Reactor Engineer. The Maintenance Engineer further kept in touch with the control room till the job was executed. Now carefully examine this case in context of various roles played and focus on: “Indicate what would have happened in your opinion, whose error it really was, who should have detected, who would / should have promptly responded, how many agencies, levels and procedures were probably involved, etc.” Questions: Q. 5: (A). Based on few of these facts about the case, what kind of group level changes can you think of and how would you go about developing individual level Change interventions based on the existing roles played and also for some other roles important to bring high impact from the interventions proposed? Q. 5: (B). Based on few of these facts about the case, what kind of group level changes can you think of and how would you go about developing a Group level Change Plan? What change resolution strategies, based on the Kotters eight step change model may be needed?	CO5	L3, L4
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Kindly fill the total marks allocated to each CO's in the table below:

Cos	Marks Allocated
CO1	12 Marks
CO2	6 Marks
CO3	6 Marks
CO4	6 Marks
CO5	10 Marks

(Please ensure the conformity of the CO wise marks allocation as per your TLEP.)

Blooms Taxonomy Levels given below for your ready reference:

L1= Remembering

L2= Understanding

L3= Apply

L4= Analyze

L5= Evaluate

L6= Create