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Organisational Development

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By: Rakesh Kumar



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**Sample Preview
of the
Solved
Sample Question
Papers**

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QUESTION PAPER

June – 2023

(Solved)

ORGANISATIONAL DEVELOPMENT

M.P.C.E.-33

Time: 2 Hours]

[Maximum Marks : 50

Note: All Sections are compulsory.

Section–A

Note: Answer any two of the following questions:

Q. 1. Explain the meaning, process and determinants of empowerment.

Ans. Ref.: See Chapter-5, Page No. 60, 'Empowerment'.

Q. 2. What are teams? Discuss the stages of team development and team activities.

Ans. Ref.: See Chapter-6, Page No. 72, 'Team', Page No. 73, 'Stages of Team Development', 'Team Activity'.

Q. 3. Explain the process of organisational development.

Ans. Ref.: See Chapter-2, Page No. 19, 'Organisational Development Process'.

Q. 4. Describe any three models of change.

Ans. Ref.: See Chapter-11, Page No. 131, 'Models of Change'.

Section–B

Note: Answer any Four of the following questions:

Q. 5. Trace the history of organisational development.

Ans. Ref.: See Chapter-3, Page No. 31, 'A Brief History of Organisational Development'.

Q. 6. Explain the approaches related to job design.

Ans. Ref.: See Chapter-4, Page No. 44, 'Job Design'.

Q. 7. Describe any two models of programme evaluation.

Ans. Ref.: See Chapter-12, Page No. 143, 'Models of Programme Evaluation'.

Q. 8. Describe the major families of OD intervention activities.

Ans. Ref.: See Chapter-13, Page No. 158, Q. No. 5.

Q. 9. Explain the classification of OD intervention based on target groups.

Ans. Ref.: See Chapter-15, Page No. 172, 'Classification of OD Intervention based on Target Group'.

Section–C

Note: Write short notes on any two of the following questions.

Q. 10. Organisational Development practitioners.

Ans. Ref.: See Chapter-2, Page No. 19, 'Organisational Development Practitioners'.

Q. 11. Team building.

Ans. Ref.: See Chapter-4, Page No. 43, 'Team Building'.

Q. 12. Strategies for organizational learning.

Ans. Ref.: See Chapter-7, Page No. 87, 'Strategies for Organisational Learning'.



QUESTION PAPER

December – 2022

(Solved)

ORGANISATIONAL DEVELOPMENT

M.P.C.E.-33

Time: 2 Hours]

[Maximum Marks : 50

Note: All Sections are compulsory.

SECTION-A

Note: Answer *any two* of the following questions.

Q. 1. Describe the nature and characteristics of organisational development.

Ans. Ref.: See Chapter-2, Page No. 17, 'Nature of Organisational Development', Page No. 18 'Characteristics of Organisational Development'.

Q. 2. Describe the concept of participation and explain various programmes to promote participation.

Ans. Ref.: See Chapter-5, Page No. 59, 'Participation'.

Q. 3. Explain any three models of change.

Ans. Ref.: See Chapter-11, Page No. 131, 'Models of Change'.

Q. 4. Define organisational development intervention. Elaborate upon the steps in designing intervention strategy.

Ans. Ref.: See Chapter-13, Page No. 153, 'Definition and Concept of OD Interventions' and Chapter-14, Page No. 164 'Steps in Designing the Intervention Strategy'.

SECTION-B

Note: Answer *any four* of the following questions:

Q. 5. Discuss the key areas of organisational development worldwide.

Ans. Ref.: See Chapter-3, Page No. 32, 'Organisation Development Worldwide'.

Q. 6. Explain the major theories of action research.

Ans. Ref.: See Chapter-4, Page No. 42, 'Major Theories of Action Research'.

Q. 7. Define teamwork. What are the problems that affect team work?

Ans. Ref.: See Chapter-6, Page No. 74, 'Team Work', Page No. 75, 'Problems Affecting Team Work'.

Q. 8. Describe the features of parallel learning structures.

Ans. Ref.: See Chapter-7, Page No. 88, 'Features of Parallel Learning Structures'.

Q. 9. Discuss the goals of organisational diagnosis.

Ans. Diagnosis can be carried out in an organisation for various purposes. Some of the goals are discussed as follows:

1. To develop an understanding of functions and processes in the organisation: This is one of the purposes of diagnosis in an organisation. Diagnosis can help in developing better understanding about the various process and functions that are carried out in an organisation.

2. To promote growth and development of the organisation: Diagnosis may also be carried out with a purpose of promoting growth and development in the organisation. In this case diagnosis will be required to be carried out of the structure, system and sub systems in the organization to identify if any modifications or changes are required in them before the organisation plans its development strategy.

3. To improve organisational effectiveness and increase productivity: Diagnosis may further be carried out in order to improve organisational effectiveness and to increase productivity. This is one of the main goals of any organisation and in order to achieve it the employees have to perform at their best at the same time the structure, systems and process in the organisation should be conducive to promote growth and effectiveness in the organisation.

Sample Preview of The Chapter

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ORGANISATIONAL DEVELOPMENT

Definition and Introduction to Organisational Development

1

INTRODUCTION

Organisational development is an approach to managing change for human resource development, which has a significant influence on an organisation. It is a long-term effort to improve problem-solving and renewal processes through more effective management of organisational culture, often with the help of a change agent and applied behavioural science. Developing an organisation is crucial for enhancing goal achievement and profitability. Therefore, it is important to understand the concept and significance of organisational development in an organisational setup.

This unit will provide an understanding of the concept of organization, followed by an explanation of the meaning and significance of organizational development. Additionally, it will discuss the goals of organizational development, differentiate between organizational development and organizational change, and emphasize the importance of organizational culture in the process of organizational development.

CHAPTER AT A GLANCE

ORGANISATIONAL DEVELOPMENT

The concept of an organization is essential to understanding organizational development. An organization is defined as two or more people working together towards shared goals. Weisbord's six-step model for understanding organizations includes purposes, structure, relationships, rewards, leadership, and helpful mechanisms. Organizational development is the idea that an organization can become more effective over time at achieving its goals.

Organisational development is a systematic process aimed at changing the culture, system, and behaviour of an organisation to achieve objectives and solve problems. It focuses on people dimensions like attitudes, values, relationships, and organisational culture, and involves interventions in processes using behavioural science knowledge. Organisational Development is different from traditional consulting as it encourages client involvement throughout the process and addresses communication and work relationships concurrently with technical or procedural issues. The change process supports the improvement of the organisation or group as a whole and benefits the organisation, its employees, and stakeholders.

Organisational development (OD) is a planned process that can improve an organisation's performance and involve developing skills, behaviours, attitudes, culture, and leadership style. To achieve significant performance improvement, the organisation needs to develop staff with the right skills to champion OD and encourage participation in the continuous improvement process among staff and other stakeholders. OD is often used interchangeably with organisational effectiveness, and it involves adapting to changes in the environment to remain effective in achieving goals. OD values a participative-democratic style of working and focuses on intact work teams as an ongoing interactive process.

DEFINITIONS OF ORGANISATIONAL DEVELOPMENT

Definitions of organisational development can be categorized into two groups: the old definition and the new definition.

Old Definition of Organisational Development

The profession of organizational development has been evolving to meet the changing needs of organizations. Therefore, there are different definitions of organizational development. One definition that was commonly used in the past was developed in 1969 when organizations were viewed as stable machines. This definition described organizational development as an effort planned from the top to increase organizational effectiveness and health through interventions in the organization's processes, using behavioural-science knowledge.

New Definitions of Organisational Development

Organisational development has evolved to meet the changing needs of organizations. Various definitions of organisational development have been proposed, including the 1969 definition, which was based on the concept of an organization as a stable machine. A more modern definition of organisational development is the attempt to encourage members of an organization to be more open and responsible, to enable them to work together more effectively. Other definitions highlight that organizational development is the application of behavioural science knowledge to improve organizational effectiveness, and that it involves a system-wide approach to organizational change and improvement.

Organisational development involves planned change effort, total system involvement, management from the top, increased organisation effectiveness and health, and planned interventions using behaviour science knowledge. It requires a strategic plan for improvement, the mobilisation of resources, and active participation from top management. The healthy organisation is defined in three areas of task accomplishment, internal integration, and mutual adaptation. Organisational development interventions use behavioural science knowledge to draw on individual motivation power, communication, perception, culture norms, problem-solving, goal setting, interpersonal relationships, intergroup relationships, and conflict management to achieve its goals.

GOALS OF ORGANISATIONAL DEVELOPMENT

Organizational development aims to achieve the following goals:

1. **Foster an open and problem-solving environment:** Creating such an atmosphere promotes overall organizational functioning, as well as employee satisfaction and motivation.

2. **Align authority with role, status, knowledge, and competence:** This goal helps establish positive relationships between superiors and subordinates, contributing to a conducive organizational environment.
3. **Ensure clear decision-making processes and information sources:** By providing employees with a clear understanding of organizational functioning, career development opportunities, and existing issues, this goal enhances employee awareness and promotes organizational citizenship.
4. **Cultivate trust and values among employees:** Building trust enhances interpersonal relationships and communication, fostering a positive organizational culture.
5. **Foster a healthy competitive atmosphere for collaborative efforts:** Encouraging healthy competition among employees promotes teamwork and overall organizational performance.
6. **Establish a reward or promotion system to motivate personnel:** Motivational techniques are crucial for maximizing employee performance, which is essential for organizational development.
7. **Improve organizational effectiveness:** Utilizing various techniques, organizational development aims to enhance overall effectiveness.
8. **Enhance achievement of organizational goals:** Organizational development techniques can be employed to improve the attainment of organizational objectives.

IMPORTANCE OF ORGANISATIONAL DEVELOPMENT

Organisations are concerned with profitability, productivity, morale and quality of work life as they affect the achievement of organisational goals. There is a need to maximize investment in employees and apply creative ideas as jobs require more mental effort. Employees expect more than just pay and want challenge, recognition, a sense of accomplishment, worthwhile tasks and meaningful relationships with their managers and co-workers. Failure to meet these needs can lead to a decline in performance. Customers expect continually improving quality, rapid product or service delivery, fast turnaround time, competitive

DEFINITION AND INTRODUCTION TO ORGANISATIONAL DEVELOPMENT / 3

pricing, and innovative organisational practices. The effective organisation must be adaptable and responsive to meet current and future challenges.

Functions of OD Consultants: Organisation development (OD) consultants help organisations improve profitability, productivity, morale, and quality of work life. They use established social science theory and methods and offer services such as team building, leadership development, conflict resolution, and total quality management. OD consultants are change agents with experience and training in organisation development, behaviour, psychology, education, management, and human resources. There are both internal and external OD consultants. The goal of OD consultants is to improve organisation and individual employee effectiveness and increase productivity, work satisfaction, and profit for the client company.

Organisation Effectiveness: The following organization effectiveness strategies are implemented by consultants to address needs such as assessment, planning, growth, quality improvement, teamwork, and other organizational changes:

- 1. Action Research:** A process of assessment and problem-solving that aims to enhance the effectiveness of the entire organization or specific work units. The consultant works with the client organization to identify strengths and weaknesses in organization and management issues and address problem opportunities. Other consulting strategies are generally based on some form of action research.
- 2. Conflict Management:** Bringing conflicts to the surface to understand their root causes and develop a common ground to resolve or better manage conflict. Consultants serve as facilitators in conflict situations or train employees to understand and manage conflict.
- 3. Executive Development:** One-on-one or group developmental consultation with CEOs or VPs to enhance their effectiveness.
- 4. Goal Setting:** Defining and implementing concrete goals to help an organization achieve its objectives. This can also be applied to employee development.
- 5. Group Facilitation:** Helping individuals learn to interact more effectively at meetings and apply group guidelines that foster open

communication, participation, and accomplishment.

- 6. Managing Resistance to Change:** Helping clients identify, understand, and manage their resistance to planned organizational change.
- 7. Organizational Restructuring:** Changing departmental and individual reporting structures, identifying roles and responsibilities, and redesigning job functions to ensure that the way work gets done in the organization produces excellence in production and service.
- 8. Project Management:** The overall management of specific work, blending diverse functions and skills, typically for a fixed period and aimed at achieving defined outcomes.
- 9. Self-Directed Work Teams:** Developing work groups that are fully responsible for creating a well-defined segment of finished work.
- 10. Socio-technical Systems Design:** Designing and managing organizations to emphasize the relationship between people's performance, the workplace environment, and the technology used to produce goods and services to achieve high-level productivity.
- 11. Strategic Planning:** A dynamic process that defines an organization's mission and vision, sets goals, and develops action steps to help the organization focus its present and future resources on fulfilling its vision.
- 12. Team Building:** Enhancing how well organization members assist one another in activities where they must interact.
- 13. Total Quality Management:** By analyzing work processes, team building, defining quality, and setting measurable standards, the consultant assists the organization in becoming more cost-effective, approaching zero-defects, and being more market-driven.

ORGANISATIONAL DEVELOPMENT AND ORGANISATIONAL CHANGE

Organisational development and organisational change are two distinct concepts in an organisational setup. Organisational development aims to improve the strategy, structure, and processes of an entire system, whereas organisational change aims to modify an organisation's strategy and its relationships with the wider environment. Organisational development is

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based on behavioural science knowledge and practice, including leadership, group dynamics, and work design, while other approaches such as management consulting, technological innovation, or operations management tend to neglect the personal and social characteristics of a system.

Organisational development is a flexible, adaptive process for managing planned change, which involves diagnosing and solving organisational problems. It is concerned with both creating and reinforcing change and improving organisational effectiveness. Organisational development involves stabilising and institutionalising new activities within an organisation and assumes that an effective organisation can solve its problems and focus on achieving goals. Unlike management consulting, which is focused on financial performance, and training and development, which address individual effectiveness, organisational development is oriented towards achieving both high performance and quality of work life.

Organisational Change: Organisational change refers to significant changes in the way an organisation operates to ensure future growth. It is important for an organisation to implement change in a timely and professional manner while retaining the best-quality staff. Benefits of effective change include employee participation, a better understanding of the change, and trust maintained throughout the process. It is essential for employees to be involved in the decision-making process through a consultative process.

Organisations undergo significant change when they alter their strategies, practices or operational methods, and this is necessary for their growth and development. Leaders and managers are responsible for ensuring successful change, and their ability to do so can determine their success or failure in their roles. Although there are many educational programs on business, management and leadership, there is a lack of programs that teach how to analyze organisations, identify priorities and undertake successful change. Organisational change is aimed at improving performance by setting and achieving goals more effectively and efficiently. With globalization and diverse markets, managing change is a crucial skill for leaders and managers to have in order to meet stakeholders' needs and expectations.

ORGANISATIONAL CULTURE

Organisational culture is a crucial element in the development of any organisation. A positive culture

can contribute to the effectiveness and success of an organisation, as well as the implementation of its policies. The culture of an organisation refers to the prevailing patterns of activities, interactions, norms, beliefs, attitudes, values, and informal systems. Organisational development efforts should focus on both the formal and informal systems. The initial intervention strategy should target the informal system by confronting perceptions, attitudes, and feelings. Collaborative management of the culture is essential for a participative or shared kind of management. The culture should be accepted by both subordinates and formal leaders, and working with the team is a key factor in developing the culture.

An organisation's culture determines its behaviour, and it is crucial that the culture supports behaviour appropriate for goal attainment. Efforts to define, measure, and change organisational culture have become more sophisticated. Assessing organisational culture is crucial before initiating the process of organisational development, as it provides the conducive environment necessary for successful implementation. Organisational development practitioners should focus on organisational culture, assess it, and modify or change it if required before implementing any necessary intervention. Morgan proposes four essential strengths of the organisational culture approach: focusing attention on the human side of organisational life, creating appropriate systems of shared meaning, acknowledging the impact of behaviour on culture, and recognising the relationship between an organisation and its environment.

SELF-ASSESSMENT QUESTIONS

Q. 1. Describe organisational development.

Ans. Organizational development (OD) is a systematic process aimed at improving an organization's effectiveness in achieving its goals by changing its culture, systems, and behaviours. It focuses on people-related aspects such as attitudes, values, relationships, and organizational culture, and uses interventions based on behavioural science knowledge to drive change. Unlike traditional consulting, OD encourages active involvement of the organization's members throughout the process and addresses communication and work relationships alongside technical or procedural issues. The ultimate goal of OD is to enhance the organization or group as a whole, benefiting not only the organization itself, but also its employees and stakeholders.