

Program: S.Y.B.Com (MS) Semester: IV Program Code: UGMS02
 Course: Organisational Development Course Code: NUMS408
 Duration: 2 Hours Examination Pattern: NEP - Autonomous - External Max. Marks: 60

Instructions:

1. All questions are compulsory.
2. Figures to the right indicate full marks.
3. Draw neat diagrams wherever necessary.

Examination:
REGULAR

Q. 1	Attempt the following.	[15]	Course Outcome	Knowledge Level																				
	(a) Fill in the blanks with an appropriate answer from the alternatives given.	[08]																						
	<p>I OD is defined as a planned effort managed from the top to increase organizational effectiveness through:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; border: none;">a. Planned interventions using behavioral science knowledge</td> <td style="width: 50%; border: none;">b. Financial restructuring</td> </tr> <tr> <td style="border: none;">c. Marketing strategies</td> <td style="border: none;">d. Downsizing</td> </tr> </table> <p>II Organizational diagnosis refers to:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; border: none;">a. Systematic assessment of organizational problems</td> <td style="width: 50%; border: none;">b. Financial audit</td> </tr> <tr> <td style="border: none;">c. Performance appraisal</td> <td style="border: none;">d. Marketing analysis</td> </tr> </table> <p>III Team building is a type of:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; border: none;">a. Strategic intervention</td> <td style="width: 50%; border: none;">b. Techno-structural intervention</td> </tr> <tr> <td style="border: none;">c. Human process intervention</td> <td style="border: none;">d. Financial intervention</td> </tr> </table> <p>IV Expert power arises from:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; border: none;">a. Position</td> <td style="width: 50%; border: none;">b. Fear</td> </tr> <tr> <td style="border: none;">c. Salary</td> <td style="border: none;">d. Knowledge and expertise</td> </tr> </table> <p>V Rational persuasion uses:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; border: none;">a. Threats</td> <td style="width: 50%; border: none;">b. Logic and factual evidence</td> </tr> <tr> <td style="border: none;">c. Emotional manipulation</td> <td style="border: none;">d. Pressure</td> </tr> </table>	a. Planned interventions using behavioral science knowledge	b. Financial restructuring	c. Marketing strategies	d. Downsizing	a. Systematic assessment of organizational problems	b. Financial audit	c. Performance appraisal	d. Marketing analysis	a. Strategic intervention	b. Techno-structural intervention	c. Human process intervention	d. Financial intervention	a. Position	b. Fear	c. Salary	d. Knowledge and expertise	a. Threats	b. Logic and factual evidence	c. Emotional manipulation	d. Pressure		CO1, CO2, CO3, CO4	L1, L2
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	VI	Survey feedback is primarily used to:				
		a.	Assess employee perceptions	b.	Fire employees	
		c.	Increase salaries	d.	Cut costs	
	VII	One outcome of proper diagnosis is:				
		a.	Increased confusion	b.	Conflict escalation	
		c.	Accurate intervention planning	d.	Resistance	
	VIII	OD improves organizational effectiveness by focusing on:				
		a.	Only profits	b.	Processes, culture, and people	
		c.	Legal compliance	d.	Advertising	
	(b)	State whether the following statements are true or false.		[07]		
	I	OD interventions are one-time activities with no follow-up required.			CO1, CO2, CO3, CO4	L1, L2
	II	Manipulating diagnostic data to satisfy management is unethical practice.				
	III	OD focuses only on short-term financial improvement.				
	IV	Clear goal setting enhances organizational effectiveness.				
	V	Vision and mission development is a Strategic Intervention.				
	VI	OD ignores organizational culture while implementing change.				
	VII	The first step in the OD intervention process is evaluation.				
Q. 2	Answer the following.			[15]	Course Outcome	Knowledge Level
	(a)	Elaborate on the Principles of Organizational Development?		[08]	CO1	L2
	(b)	Analyze the Process of OD Interventions		[07]	CO3	L4
	OR					
	(p)	Explain the role of top management participation in the success or failure of OD programs.		[08]	CO1	L2
	(q)	Examine the different types of OD interventions used in organization.		[07]	CO3	L4
Q. 3	Answer the following.			[15]	Course Outcome	Knowledge Level
	(a)	Evaluate different strategies used to enhance organizational effectiveness in a dynamic business environment.		[08]	CO4	L5

	(b) Compare the roles of internal vs. external change agents in implementing OD initiatives.	[07]	CO2	L4
	OR			
	(p) Evaluate the four approaches to organizational effectiveness.	[08]	CO4	L5
	(q) Examine the Organizational Life Cycle and its effectiveness.	[07]	CO2	L4
Q. 4	Read the Case Study and Answer the following questions	[15]	Course Outcome	Knowledge Level
	<p>Horizon Hospitals, a multi-specialty healthcare center, noticed increasing patient complaints, delays in services, and rising employee turnover. Management suspected performance issues but was unsure of the root cause. An OD consultant was invited to conduct an organizational diagnosis. The consultant used interviews, employee surveys, observation, and document analysis to gather data. The diagnosis revealed poor coordination between departments, unclear job roles, communication gaps, and high work stress among staff. The findings were shared with management and employees through feedback sessions. This diagnosis helped the hospital clearly understand its problems and laid the foundation for planning appropriate OD interventions to improve efficiency and employee morale.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1) Identify the problems faced by Horizon Hospitals. 2) Explain how OD diagnosis helped in understanding the root causes of the issues. 3) Recommend one OD intervention suitable for Horizon Hospitals based on the diagnosis. 		CO2	L1, L2, L6

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