Max Marks: 45   Max Time: 55Mins   Weightage: 15 %   **Set A**

TEST 1

II Semester 2016-2017   Course: BBL A 206 Organizational Development & Change   28th February 2017

Instructions:
   i.   Write legibly

Part A

(5 Q x 2 M= 10 Marks)

1. Define Organization Development.
2. What is "planned change" as compared with other types of change?
3. List down the competencies of an Effective Organization Development Practitioner.
4. When it comes to entering into an OD relationship, what is meant by the phrase, "the problem is never the problem"?
5. What is Diagnosis?

Part B

(3 Q x 5 M= 15 Marks)

1. Brief the five stems of OD Practice with suitable illustration.
2. Explain the ethical considerations of an OD practitioner.
3. Describe and apply organization-level diagnostic processes.

Part C

(2 Q x 10 M= 20 Marks)

1. Indian Railway system is one of the vast, complicated and intense systems. Indian Railways is divided into 17 zones and 70 divisions and is manned by section controllers who control about 200 kms of railway tract and interact with the station masters within their section to understand the movement of trains either during their journey or during their arrival and departure. Train operations on the Indian Railways are controlled and monitored by the Control Rooms in each of the seventy divisional/ area control offices. The Control Room is the nerve centre of the division. Manual controls and human interventions were the means to handle the complex network.

   In the manual system, section controllers plot the movement of trains by communicating with stations. It is to be noted that the action of one section controller affects the traffic across the nation. Hence, the time-sensitivity of operator and the correctness of direction and controls of the section controllers become critical to the entire network.

   In this context, the Centre for Railway Information System (CRIS), the IT arm of Indian Railways, brought a major intervention. It rolled out a COA, a pan India unified application to help manage the train traffic across all divisions. The Control Office Application has changed the way the trains are monitored as train movements are captured in real time and movement of scheduled and unscheduled trains planned and controlled through the computer aided interface. Along with Freight Operations Information System (FOIS), COA has led to all information on train operations being computer generated. It is this application that feeds the National Train Enquiry System (NTES) that provides passengers up to date information on train running.

   In the above context, explain how planned change help Indian Railways to further improve their operations.

2. Describe the issues associated with entering and contracting into an OD process.

PRESIDENCY UNIVERSITY, BENGALURU
SCHOOL OF LAW

TEST 2

Instructions:
   i.   Write legibly

Part A

(5 Q x 2 M= 10 Marks)

1. What are the contents of feedback?
2. Define Intervention.
3. How to overcome resistance to change?
4. What are the Institutionalization Processes?
5. Highlight the limitations of survey feedback.

Part B

(3 Q x 5 M= 15 Marks)

1. Describe the key elements of an effective change management program.
2. Describe the advantages and disadvantages of any two methods of data collection.
3. Explain the two kinds of feedback involved in evaluation using suitable diagram?

Part C

(2 Q x 10 M= 20 Marks)

You are appointed as an OD Consultant to a Corporate Hospital. The HR Manager in the hospital explains about the different problems they face. The hospital needed to improve morale amongst its nurses. But when you spoke to different stakeholders, the problem became more complex.

* HR Managers tells that morale amongst nurses was at an all-time low. They also mentioned that the hospital was trying to change its culture to become more patient and profit centric.
* The hospital management was concerned about the poor relationship between the nurses, their unit managers and doctors. The unit managers were upset by the way that doctors by-passed them and shouted at their nurses. The nurses and their managers blamed arrogant doctors for the poor morale in the hospital.
* The CEO was concerned that the doctors, whom he saw as clients and partners of the hospital, were not happy with the service they were getting. The doctors, chose to locate their independent practices at the hospital, but had the freedom to take their business to another hospital, anytime they wanted. Losing specialists to competing hospitals would affect his hospital's brand image and profitability. He was also tired of being the only leader in the organization, and wished that the managers would begin to take responsibility and act like leaders.

The CEO and HR Manager wanted you as a consultant to suggest a suitable intervention to all the internal managers in the hospital. The objective of the intervention is to help the managers to develop a strong united team which will work towards improving their organizational effectiveness, over the next 18 months.

In the above context answer the following questions:

1. Explain what an 'intervention' is and how it fits into the organizational development process. What are the key considerations when deciding on an intervention?

2. Discuss what types of intervention you will implement as a consultant and explain how you would evaluate the same.