

# MGMT 728 (MGMT628) – Organizational Development

## MIDTERM SOLVED SUBJECTIVE

**Question No: 29 (Marks: 3)**

**Why personal characteristic is necessary for individual level diagnosis?**

**Solution:**

Personal characteristics of individuals occupying jobs include their age, education, experience, and skills and abilities. All of these can affect job performance as well as how people react to job designs. Individual needs and expectations can also affect employee job responses. For example, individual differences in growth need — the need for self-direction, learning, and personal accomplishment — can determine how much people are motivated and satisfied by jobs with high levels of skill variety, autonomy, and feedback about results. Similarly, work motivation can be influenced by people's expectations that they can perform a job well and that good job performance will result in valued outcomes.

**Question No: 30 (Marks: 3)**

**Provide a detailed introduction of Open-System model.**

**Open-Systems Model:**

This section introduces systems theory, a set of concepts and relationships describing the properties and behaviors of things called systems - organizations, groups, and people, for example. Systems are viewed as unitary wholes composed of parts or subsystems; the system serves to integrate the parts into a functioning unit. For example, organization systems are composed of departments such as sales, operations, and finance. The organization serves to coordinate behaviors of its departments so that they function together in service of a goal or strategy. The general diagnostic model based on systems theory that underlies most of OD is called the open -systems model.

**Organization as Open Systems:**

Systems can vary in how open they are to their outside environments. Open systems, such as organizations and people, exchange information and resources with their environments. They cannot completely control their own behavior and are influenced in part by external forces. Organizations, for example, are affected by such environmental conditions as the availability of raw material, customer demands, and government regulations. Understanding how these external forces affect the organization can help explain some of its internal behavior. Open systems display a hierarchical ordering. Each higher level of system comprises lower-level systems: systems at the level of society comprise organizations; organizations comprise groups (departments); and groups comprise individuals. Although systems at different levels vary in many ways—in size and complexity, for example—they have a number of common characteristics by virtue of being open systems, and those properties can be applied to systems

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at any level. The following key properties of open systems are described below: inputs, transformations, and outputs; boundaries; feedback; equifinality; and alignment.

**Question No: 31 ( Marks: 5 )**

**The spirit of inquiry comes from the values of science. Discuss its two parts briefly**

The **spirit of inquiry** comes from the values of science. Two parts of it are relevant: the **hypothetical** spirit – being tentative checking on the validity of assumptions, and allowing for errors; and experimentation – putting ideas or assumptions to the test. In sensitive training, “all experienced behavior is subjected to questioning and examination, limited only by the threshold of tolerance to truth and new ideas”.

The second main value system, the **democratic value** has two elements: collaboration, and conflict resolution through rational means. The learning process in sensitivity training is collaborative between participant and trainer, not a traditional authoritarian student-teacher relationship. By conflict resolution through rational means, it is meant that irrational behavior or emotion was off limits, but “that there is a problem-solving orientation to conflict rather than the more traditional approaches based on bargains, power plays, suppression, or compromise”.

**Question No: 32 ( Marks: 5 )**

**How organization design can affect job design in diagnosing process of organization development?**

Organization design is concerned with the larger organization within which the individual job is the smallest unit. Organization design is a key part of the larger context surrounding jobs. Technology, structure, measurement systems, human resources systems, and culture can have a powerful impact on the way jobs are designed and on people’s experiences in jobs. For example, company reward systems can orient employees to particular job behaviors and influence whether people see job performance as fairly rewarded. In general, technology characterized by relatively uncertain tasks and low interdependency is likely to support job designs allowing employees flexibility and discretion in performing tasks. Conversely, low-uncertainty work systems are likely to promote standardized job designs requiring routinized task behaviors.

**Question No: 29 (M a r k s: 3)**

**Briefly explain the change activity within marginality.**

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With respect to change activities, particularly implementation, the consultant must help but not be directly involved. Suppose an off-site team-building session, for a manager and his subordinates, he would help the manager with the design and process of the meeting but would not lead.

**Question: Briefly explain the membership within marginality.**

With respect to membership, the OD consultant is never quite in nor quite out. Although the consultant must be involved, he or she cannot be a member of the client organization. Being a member means that there is vested interest, a relative lack of objectivity. Being totally removed means, he cannot sense, cannot be empathetic, and cannot use his or her feelings. Being marginal means that the consultant becomes involved enough to understand client's feelings and perceptions yet distant enough to be able to see these feelings and perceptions for what they are.

**Question No: 30 (M a r k s: 3)**

**Discuss skill variety as a major design component at individual level diagnosis.**

**Design Components:**

Individual jobs have five key dimensions: skill variety, task identity, task significance, autonomy, and feedback about results.

**Skill variety** identifies the degree to which a job requires a range of activities and abilities to perform the work. Assembly-line jobs, for example, generally have limited skill variety because employees perform a small number of repetitive activities. Most professional jobs, on the other hand, include a great deal of skill variety because people engage in diverse activities and employ several different skills in performing their work.

**Task identity** measures the degree to which a job requires the completion of a relatively whole, identifiable piece of work. Skilled craftspeople, such as tool-and-die makers and carpenters, generally have jobs with high levels of task identity. They are able to see a job through from beginning to end. Assembly-line jobs involve only a limited piece of work and score low on task identity.

**Task significance** identifies the degree to which a job has a significant impact on other people's lives. Custodial jobs in a hospital are likely to have more task significance than similar jobs in a toy factory because hospital custodians are likely to see their jobs as affecting someone else's health and welfare.

**Autonomy** indicates the degree to which a job provides freedom and discretion in scheduling the work and determining work methods. Assembly-line jobs generally have little autonomy: the work pace is scheduled, and people perform programmed tasks. College teaching positions have more autonomy: professors usually can determine how a course is taught, even though they may have limited say over class scheduling.

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**Feedback about results** involves the degree to which a job provides employees with direct and clear information about the effectiveness of task performance. Assembly-line jobs often provide high levels of feedback about results, whereas college professors must often contend with indirect and ambiguous feedback about how they are performing in the classroom. Those five job dimensions can be combined into an overall measure of job enrichment. Enriched jobs have high levels of skill variety, task identity, task significance, autonomy, and feedback about results. They provide opportunities for self direction, learning, and personal accomplishment at work. Many people find enriched jobs internally motivating and satisfying.

**Question No: 31 (M a r k s: 5)**

**What are the two features of technological core that influence other design components of organization? Discuss in detail.**

Technology is concerned with the way an organization converts inputs into products and services. It represents the core of the transformation function and includes production methods, work flow, and equipment. Automobile companies have traditionally used an assembly-line technology to build cars and trucks. Two features of the technological core have been shown to influence other design components: **interdependence** and **uncertainty**.

**Technical interdependence** involves ways in which the different parts of a technological system are related. High interdependence requires considerable coordination among tasks, such as might occur when departments must work together to bring out a new product.

**Technical uncertainty** refers to the amount of information processing and decision making required during task performance. Generally, when tasks require high amounts of information processing and decision making, they are difficult to plan and routinize. The technology of car manufacturing is relatively certain and moderately interdependent. As a result, automobile manufacturers can specify in advance the behaviors workers should perform and how their work should be coordinated.

**Question No: 32 (M a r k s: 5)**

**“Term diagnosis is deceptive (misleading) in its nature when applied to organization”.**

**Discuss.**

Diagnosis is the process of understanding how the organization is currently functioning, and it provides the information necessary to design change interventions. It generally follows from successful entry and contracting, which set the stage for successful diagnosis. They help OD practitioners and client members jointly determine organizational issues to focus on, how to collect and analyze data to understand them, and how to work together to develop action steps from the diagnosis.

Unfortunately, the term diagnosis can be misleading when applied to organizations. It suggests a model of organization change analogous to medicine: an organization (patient) experiencing problems seeks help from an OD practitioner (doctor); the practitioner examines the

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organization, finds the causes of the problems, and prescribes a solution. Diagnosis in organization development, however, is much more collaborative than such a medical perspective implies and does not accept the implicit assumption that something is wrong with the organization.

**Question: What are 3 critical areas in contracting phase of action research model?**

**Contracting (Consultation with a behavioral science expert):** During the initial contact, the OD practitioner and the client carefully assess each other. The practitioner has his or her own normative, developmental theory or frame of reference and must be conscious of those assumptions and values.

Sharing them with the client from the beginning establishes an open and collaborative atmosphere.

**Unlike other types of contracts, the OD contract states three critical areas:**

- a. What each expects to get from the relationship
- b. How much time each will invest, when, and at what cost
- c. The ground rules under which the parties will operate

**Question: Briefly explain the transformation process.**

Transformations are the processes of converting inputs into outputs. In organizations, a production or operations function composed of both social and technological components generally carries out transformations. The social component consists of people and their work relationships, whereas the technological component involves tools, techniques, and methods of production or service delivery.

Organizations have developed elaborate mechanisms for transforming incoming resources into goods and services. Banks, for example, transform deposits into mortgage loans and interest income. Schools attempt to transform students into more educated people. Transformation processes also can take place at the group and individual levels. For example, research and development departments can transform the latest scientific advances into new product ideas.

**Question: Briefly describe the three levels of diagnostic models for analysis**

**3 Marks**

**Solution:** Diagnostic models for analyzing problems explore three levels of activities.

Organization issues represent the most complex level of analysis and involve the total system.

Group-level issues are associated with department and group effectiveness. Individual-level issues involve the way jobs are designed.

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**Question: Why Practitioner should have general knowledge of organizational development. 3 Marks.**

The last basic tool OD practitioners should have is a general knowledge of organization development. They should have some appreciation for planned change, the action research model, and contemporary approaches to managing change. They should be familiar with the range of available interventions and the need for evaluating and institutionalizing change programs. Perhaps most important is that OD practitioners should understand their own role in the emerging field of organization development, whether it is as an OD professional, a manager, or a specialist in a related area. The role of the OD practitioner is changing and becoming more complex, Ellen Fagenson and W. Warner Burke found that the most practiced OD skill or activity was team development, whereas the least employed was the integration of technology

**Question: 2 techniques of data analysis 3 Marks**

**Solution:** Data analysis techniques fall into two broad classes: qualitative and quantitative. Qualitative techniques generally are easier to use because they do not rely on numerical data. That fact also makes them easier to understand and interpret. Quantitative techniques, on the other hand, can provide more accurate readings of the organizational problem.

**Question: what are the four modes of practitioner and client model describe 1 of them 5 Marks**

**Solution: Practitioner-Client Relationship Modes:**

Eric H. Neilson has identified several basic dimensions in the practitioner-client relationship that can be used as indicators of the climate for change. In order to collaboratively change the organization's culture, members need to (1) share their ideas, assumptions, perceptions, and feelings, and (2) accept personal responsibility for their own behavior. Based upon these two dimensions, Neilson has identified four possible modes in the practitioner-client relationship. (See Figure 14)

**The apathetic mode:** Members keep their true ideas about self-fulfillment and organization effectiveness to themselves. They assume that sharing this information will not make any difference, so why bother?

They follow established routines, take no responsibility for their actions, and simply do as they are told. They relate to the practitioner in the same way, assuming that higher authority has sanctioned the change but viewing it with skepticism.

**The gamesmanship mode:** Members keep their true feelings about self-fulfillment and organizational effectiveness to themselves, under the assumption that sharing information may threaten personally desired outcomes, They make their own decisions about how to behave, thus taking responsibility for their behavior. This may include conforming outwardly to any

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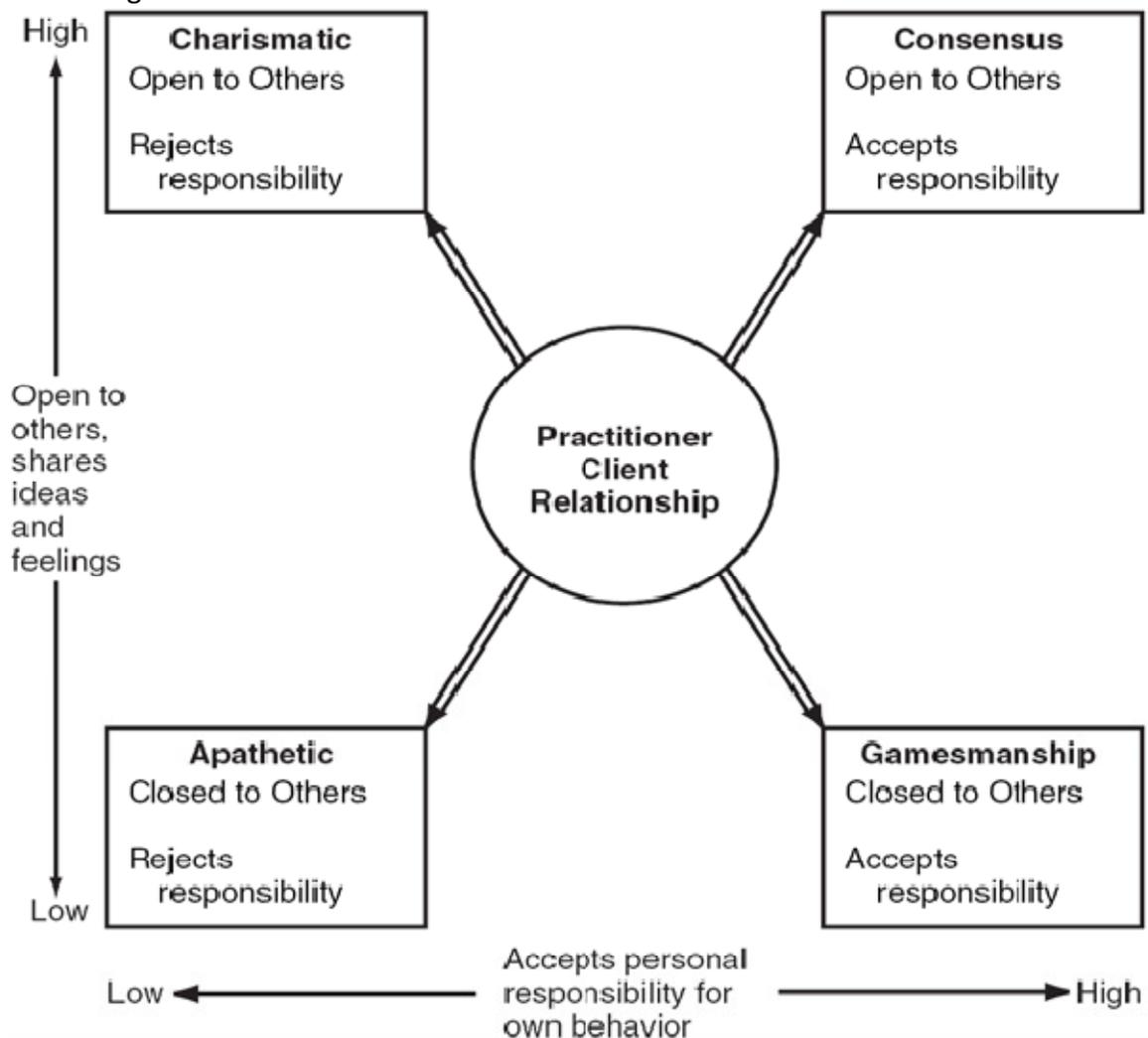
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decision-making procedure but manipulating strategic factors to gain personal goals. Members may favor change if they can see ways in which it can serve their personal interest.

**The charismatic mode:** A limited number of members openly share ideas and feelings with the rest, based on perceptions of leadership. The followers are looking for cues from their leaders, so responsibility is low for most members. Members view the change process as desirable if the leaders approve, but they rely on the leaders to interpret the results.

**The consensus mode:** Members continuously share perceptions and feelings openly both on self-fulfillment and organizational effectiveness. Personal viewpoints are seen as relevant to organization functioning and are expressed. Decisions are made and differences are resolved through the sharing of viewpoints, this process involves both sharing of data and maintaining one's responsibility for actions.

Members see the OD process as consistent with their way of operating and find the results interesting and useful.



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### **Question: Discuss structure system as design component of organization. 5 Marks**

The structural system describes how attention and resources are focused on task accomplishment. It represents the basic organizing mode chosen to (1) divide the overall work of an organization, into subunits that can assign tasks to individuals or groups and (2) coordinate these subunits for completion of the overall work. Structure, therefore, needs to be closely aligned with the organization's technology.

Two ways of determining how an organization divides work are to examine its formal structure or to examine its level of differentiation and integration. Formal structures divide work by function (accounting, sales, or production), by product or service (Chevrolet, Buick, or Pontiac), or by some combination of both (a matrix composed of functional departments and product groupings). The **second way** to describe how work is divided is to specify the amount of differentiation and integration there is in a structure. Applied to the total organization, differentiation refers to the degree of similarity or difference in the design of two or more subunits or departments. In a highly differentiated organization, there are major differences in design among the departments. Some departments are highly formalized with many rules and regulations, others have few rules and regulations, and still others are moderately formal or flexible.

### **Question: What are the three steps in action feedback process of action research model?**

**Solution: First:** the consultant provides a summary of the data collected and some preliminary analysis.

**Next:** there is a general discussion in which questions of clarification are raised and answered.

**Finally:** some time is devoted to interpretation. At this stage some changes may be made in the consultant's analysis and interpretation.

### **Question: Rational method is used in which style of practicing OD?**

### **Question: Why refreezing is necessary? 3 marks**

#### **: Stage 3: Refreezing**

This final stage is one of helping the client integrate the changes. This stage involves stabilizing or institutionalizing these changes by establishing systems (such as norms, policies, and structures) that make these behavioral patterns "relatively secure against change".

The refreezing stage may involve

- Redesigning the organization's recruitment process to increase the likelihood of hiring applicants who share the organization's new management style and value system.
- During the refreezing stage, the organization may also ensure that the new behaviors have become the operating norms at work, that the reward system actually reinforces those behaviors, or that a new, more participative management style predominates.

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**This stage can be seen in two parts – self and relations with others:**

i. Personal refreezing

ii. Relational refreezing

**i. Personal refreezing** is the process of taking the new, changed way of doing things and making it fit comfortably into one's total self-concept. This process involves a lot of practice – trying out new roles and behaviors, getting feedback, and making adjustments until the new way of doing things feels reasonably comfortable.

**ii. Relational refreezing** is the process of assuring that the client's new behavior will fit with significant others. In a system, when one begins to do things differently, will this difference quickly affect others with whom the person interacts? If you and I interact frequently and I change to maintain the relationship you will have to change as well, at least to some extent to maintain the relationship. This process involves openly engaging with others about the new way of doing things, to help them see why the change is better than the old way.

**Question: Distinguish between OD practitioner and organizational member. 3 marks**

ek question technology ka tha k heads ko kya krna chye technology changes me shyd.  
sorry yad ni 3 marks

ek or question kuch is trah tha k technology k konse core components hain jo  
organization k design ko effect krte hain? 5 marks

Name 4 modes of practitioner-client relationships and briefly describe one of them. 5  
marks

**Q3: In ABC company manager wants to make groups what will be the factors he will keep in  
mind while grouping.**