

“Organization Development”

Past Papers’ Short Questions:

(2017) Q1: Differentiate b/w Personal refreezing and 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? 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.

Q2: Define primary characteristics of organization development?

Primary Characteristics of OD:

The primary distinguishing characteristics of organizational developments are:

- OD focuses on culture and processes.
- OD focuses on the human and social side of the organization.
- OD realize on the action research model with extensive participation by client system participation.
- OD takes a developmental view that aims at the betterment of both individual and the organization i.e., “win-win” solutions.
- It encourages the involvement and participation by all the level of organization in the problem solving and decision-making.

Q3: Define Pivotal and Peripheral norms?

1) **Pivotal norms**: Pivotal norms are explicitly stipulated in an organizations rules or policies and are fundamental to realizing an organizations objectives.

2) **Peripheral norms**: Peripheral norms are patterns of behavior in an organization that are in most cases unwritten and violating these norms attracts minorly. It is not necessary for an organization but it is important sometimes in organization to support the pivotal norms.

Q4: What do you understand by OD practitioner?

OD Practitioner:

OD Practitioner normally refers to people who do organizational development. OD practitioners are people who are entrusted with the job to carry out the planned change process in the organization. There are 3 sets of people in OD practitioner i.e.

- 1) Group of those people who are specializing in OD. They are:
 - a) Helpful to Top Mgt.
 - b) Divisional heads.
 - c) Have humanistic values.

- d) Openness in communication.
- f) Have same training, skills & knowledge.
- 2) Group of those people who are specializing in related fields. For example, specialized in Business strategy, IT, Quality mgt. etc.
- 3) Group of increasing no. of managers who have gained competence in OD and applying to their work areas. For example, M3. Electric general etc.

Q5: Explain briefly Lewin's model of change?

The Kurt **Lewin change theory model** is based around a 3-step process that provides a high-level approach to change i.e.

- 1) Unfreeze.
 - 2) Change.
 - 3) Freeze.
- **Unfreezing** is the process by which people become aware of the need for change. If people are satisfied with current practices and procedures, they may have little or no interest in making employees understand the importance of a change and how their jobs will be affected by it.
 - **Change** itself is the movement from the old way of doing things to a new way. Change may entail installing new equipments, restructuring the organization, implementing new performance appraisal system - anything that alters existing relationships or activities.
 - **Refreezing/Freeze** makes new behavior relatively permanent and resistant to further change.

Q6: Define characteristics of ideal, healthy and effective organization?

The characteristics of ideal, healthy and effective organization are:

- 1. The total organization, the significant subparts, and individuals, manage their work against goals and plans for achievement of these goals.
- 2. Form follows function (the problems, or task, or project, determines how the human resources are organized).
- 3. The organization and its parts see themselves as interacting with each other and with a larger environment. The organization is an "open system."
- 4. The organization and its members operate in an "action-research" way. General practice is to build in feedback mechanisms so that individuals and groups can learn from their own experience.

Q7: Who is client?

One may say, the client is....

- 1) Company president
- 2) Top management group
- 3) Employee relations person
- 4) Total company
- 5) Parent corporation
- 6) All of the above
- 7) None of the above.

The correct answer is (7), ***“none of the above.”*** The client in OD consultation is never one individual, regardless of position or role, or any particular group, team, or subsystem of the organization, or any combination thereof.

Q8: Name the methods for collecting data?

The methods for collecting data are:

- 1) Interview (it may be structured or unstructured).
- 2) Questionnaire (it also may be structured or unstructured).
- 3) Observation (in this researcher may collect data by participate the organization’ team or not, which is called participant or non-participant observation).
- 4) Collect data from Secondary source of the organization. e.g. Annual General Report (AGR) of the organization.

Q9: What is difference b/w Downsizing and reengineering?

i) **Downsizing**: This intervention reduces costs and bureaucracy by decreasing the size of the organization through personnel layouts, organization redesign and outsourcing. Each of these downsizing methods must be planned with a clear understanding of the organizations strategy.

ii) **Reengineering**: This recent intervention radically redesigns the organization’s core work processes to create tighter linkage and coordination among the different tasks. Reengineering is often accomplished with new information technology that permits employees to control and coordinate work processes more effectively. Reengineering often fails if it ignores basic principles and processes of OD.

Q10: Explain important aspects of socialization when joining an organization?

Three important aspects of socialization when joining an organization are:

- Deciding who is a member and who is not.
- Developing an informal understanding of behavioral norms
- Separating friends from enemies.

(2018) Q11: Define OD practitioner? (Repeat)

Q12: Define characteristics of ideal, healthy and effective organization? (Repeat)

Q13: Who is client? (Repeat)

Q14: What is behavior modelling?

Behavior modelling is an approach used by companies to better understand and predict consumer actions. Behavioral modelling uses available consumer and business pending data to estimate future behavior in specific circumstances.

Q15: Define System Theory?

A second foundation of OD is system theory, which views organization as open systemic active exchange with their environments. This theory explains how its application enhances the practice of OD.

The system theory is one of the most powerful conceptual tools available for understanding the dynamics of the organization. **Fagen** defines system as *“a set of objects together with relationship between the objects and between their attributes”*.

System denotes interdependency, interconnectedness, and interrelatedness among elements in asset that constitutes an identifiable whole or gestalt.

Q16: Define Consulting?

Consulting/Consulting management is the practice of helping organizations to improve their performance. Organizations may draw upon the services of management consultants for number of reasons, such as gaining external advice and accessing consultants' specialized expertise. Consulting process is performed by the internal or external practitioners.

Q17: Define open system planning?

Open system planning explains that:

- Scanning the environment to determine the expectations of external organizations and stakeholders.
- Developing scenario of possible futures both realistic and ideal.
- Developing action plans to achieve the desired result.

- **Q18: Define organizational politics?**

Organizational politics are those rules, regulations and practices that are designed to develop innovation, creativity, teamwork, and trust within the organization.

Q19: What is difference b/w Organizational development and Management development?

❖ **Management Development (MD):**

The process of enhancing skills and knowledge of employees working at managerial level.

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❖ **Organization Development (OD):**

According to **Richard Beckhard**, is defined as:

- A planned effort.
- Organization-wide.
- Managed from the top.
- To increase organization effectiveness and health.
- Through planned interventions in the organization's 'processes', using behavioral Science knowledge.

Q20: Define Action research?

The action research is a methodology that focuses on planned change as a **cyclical process** in which initial research about the organization provides information to guide subsequent/next action. Then the results of the action are assessed to provide further information to guide further action, and so on.

Q21: List down the qualities an OD practitioner/consultant have?

The skills/abilities that focus on the people-oriented nature of the OD practitioner include:

- **Leadership:** Leaders keep members focused on key company values and on opportunities and need for improvement. A leader's job is to recognize when a company is headed in the wrong direction and to get it back on the right track.
- **Project Management:** This means involving all the right people and department to keep the change program on track.
- **Communication:** It is vital to communicate the key values to everyone in the organization.
- **Problem-Solving:** The real challenge is to implement a solution to an organizational problem. Forget about today's problems: focus constantly on the next set of problems.
- **Interpersonal:** The number-one priority is to give everybody in the organization the tools and the confidence to be involved in the change process. This includes facilitating, building relationships, and process skills.
- **Personal:** The confidence to help the organization make tough decisions, introduce new techniques, try something new, and see if it works.

(2019) Q22: Difference b/w organizational development and organizational capacity building?

Organizational Development:

According to **Richard Beckhard**, is defined as:

- A planned effort.
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- To increase organization effectiveness and health.

- Through planned interventions in the organization's 'processes', using behavioral Science knowledge.

Organizational capacity Building:

Organizational capacity building is the improvement in an individual or organization's facility "to produce, perform or deploy". The term capacity building and capacity development in an organization have often been used interchangeably.

Q23: Define Change management?

Change management is a collective term for all approaches to prepare, support, and help individuals, teams, and organizations in making organizational change. It deals with many different disciplines from behavioral and social sciences to IT and business solution. It also includes methods that redirect or redefine the use of resources, business process, budget etc. that significantly change a company or organization.

Q24: What are the various forces responsible for change in organization?

There are two forces that are responsible for change in an organization i.e.

1) External Forces:

External forces are:

- i) Technology ii) Marketing condition iii) Social change
- iv) Political forces

2) Internal forces:

Internal forces are:

- i) Nature of workforce ii) Change in managerial personnel
- iii) Deficiencies in existing mgt. structure
- iv) To avoid developing inertia

Q25: What do you understand by OD practitioner? (Repeat)

Q26: Write a short note on leading the change?

There is necessary to lead the change for improvement of organization effectiveness and performance. A large part of OD is concerned with interventions for improving organization. Changes can vary in complexity from the introduction of relatively simple process into a small work group to transformation the strategies and design features of the whole organization. Although change management differs across situation, here we discuss tasks that must be performed in managing any kind of organization change.

Q27: Define characteristics of ideal, healthy and effective organization? (Repeat)

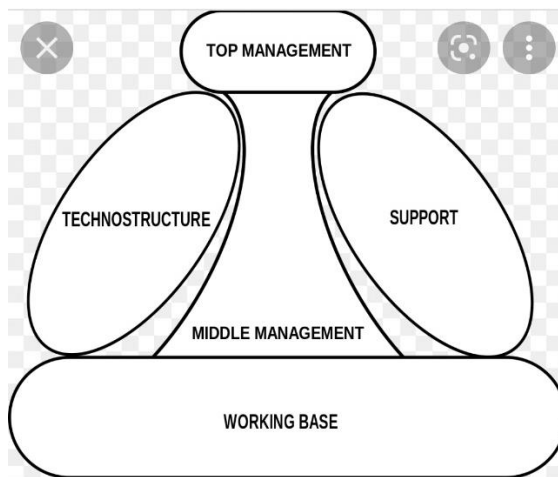
Q28: “People resist change for the sake of resistance” Comment.

Change is always difficult to make, be it for individual change or organizational change. Attachment to familiar habits, practices, places and people may have to be given up. There are number of reasons why people resist change. Some of these are:

- | | |
|-----------------------------------|----------------------------------|
| 1) Insecurity. | 2) Lack of proper communication. |
| 3) Rapidity and extent of change. | 4) Group resistance. |
| 5) Emotional turmoil. | 6) Loss of power and control. |

Q29: Define System Theory? (Repeat)

Q30: Draw the diagram of techno-structural approach?



Q31: Explain important aspects of socialization when joining an organization? (Repeat)

(2020) Q32: Define Psychological contract with example?

Psychological contract is a unwritten agreement b/w the employees & organization. It is an unwritten set of expectations b/w the employees & the employer. In this, both the employee & organization/employer are expect something. For example:

Organization expect:

- | | | |
|---------------|-------------------|----------------|
| a) Take time. | b) Working hours. | c) Creativity. |
|---------------|-------------------|----------------|

Employee expect:

- | | | |
|--------------|-----------------|-------------------|
| a) Security. | b) Self-esteem. | c) Accommodation. |
|--------------|-----------------|-------------------|

Q33: Distinguish b/w the stable and hyper-turbulent environments?

Stable environment: Stable environment is one with little or no unexpected or sudden change. However, it is difficult to find stable environment because of changing in technology, society and other factors/spheres. When the business environment is stable that means economy is healthy and the business can be profitable.

Hyper-turbulent environment: Hyper-turbulent environment exists when changes are unexpected and unpredictable. The key environmental issues concern the nature of the pressure for change and the speed at which the organization must be able to respond an act.

Q34: What is role analysis technique?

The role analysis technique is the technique/intervention that is designed to clarify role expectations and obligations of team members to improve team effectiveness. In an organization, individuals fill different specialized roles in which they manifest certain behaviors.

Q35: What is process intervention?

Process/Human process intervention is that interventions that put improve individual performance and interpersonal relationships. They aim to assist individuals and group members to develop their skills, assess and resolve their problems. HR interventions are coaching, training (T-Group), and development.

Q36: Define Performance gap?

Performance gap is the gap between the actual and desired performance of the individual/group/organization. In other words, a performance gap refers to the difference b/w the current/actual performance of an individual/team/organization , and desired performance.

Q37: What is action research?

Action research is a philosophy and methodology of research generally applied in the social sciences. It seeks transformative change through the simultaneous process of taking action and doing research, which are linked together by critical reflection. AR may be also be called a cycle of action or cycle of inquiry, in which to identify a problem and collect data on the problem and draw solution' outcomes.

Q38: What is difference b/w Organizational development and Management Development?(Repeat)

Q39: Define goal setting?

Goal setting involves the development of an action plan designed in order to motivate and guide a person or group toward a goal. Goals are more deliberate than desires and momentary intentions. Therefore, setting goals means that a person has committed thought, emotion, and behavior towards attaining the goal.

Q40: Define job enrichment?

Job enrichment is a method of motivating employees where a job is designed to have interesting and challenging tasks which can require more skill and can increase pay. Simply, job enrichment expands the task set that you perform, and the skills that you can develop.

Q41: Define Total Quality Management (TQM)?

TQM was developed by William Deming, TQM consists of organization-wide efforts to “install and make permanent climate where employees continuously improve their ability to provide on demand products and services that customers will find of particular value”.

Q42: Define Diagnostic process?

Organizational diagnosis is the process of understanding how the organization is currently functioning, and it provides the information necessary to design change interventions. And this process based upon behavioral science theory for publicly entering a human system, collecting valid data about human experience with that system, and feeding that information back to the system to promote increased understanding of the system by its members.