



UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF MANAGEMENT AND FINANCE

Postgraduate & Mid-Career Development Unit

Master of Business Administration in HRM (Semester III, First half) Examination

April, 2017

MBAHR 601 – Organisation Development

Three (03) Hours

Answer only five (05) questions

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1. 'Motivating the stakeholders to change is one of the major challenges for a change agent'.

Describe, with appropriate examples, how you would use the following approaches to motivate change:

- i. Creating readiness for change
- ii. Overcoming resistance to change

(10 Marks each)

(Total 20 marks)

2. i. Taking team building as an example, explain the characteristics of an effective OD intervention.

(10 Marks)

- ii. When designing an OD intervention, the change agent needs to pay attention to needs and dynamics of the change situation. Describe what factors you would consider when designing an OD intervention with regard to:

- a. The change situation
- b. The target of change

(05 Marks each)

(Total 20 marks)

3. Compare and contrast the following:

- i. Episodic change and continuous change
- ii. Internal OD consultant and external OD consultant
- iii. Parallel structures and high involvement organizations
- iv. Functional organizations and divisional organization

(05 Marks each)

(Total 20 marks)

4. i. Define the term 'organizational diagnosis'.

(02 Marks)

ii. You have been assigned to carry out an OD intervention to reduce the stress level of employees and create a stress-free workplace. Explain the relevant areas you would focus on when diagnosing the problems at the following levels:

a. Organization level

b. Group level

c. Individual level

(06 Marks each)

(Total 20 marks)

5. Team-building interventions improve the way a team accomplish tasks, help members enhance their interpersonal and problem-solving skills and increase team performance. Describe the different types of team-building activities you can use as interventions, considering all levels of activities and both diagnostic and developmental activities.

(20 Marks)

6. Write short notes on the following HRM-related OD interventions:

i. Soft skills development

ii. Leadership development

iii. Career development

iv. Coaching

(05 Marks each)

(Total 20 marks)

7. Work design can be used as an OD intervention to improve both individual jobs and team work. As an internal OD consultant, describe how you would embark on the following OD interventions. Provide theoretical frameworks where applicable.

a. Job enrichment

b. Self-managed teams

(10 Marks each)

(Total 20 Marks)