

STELLA MARIS COLLEGE (AUTONOMOUS), CHENNAI – 600 086
(For candidates admitted in the academic year 2020-2021 & thereafter)
SUBJECT CODE : 20HR/PE/DO23
M.A./M.Ccom./M.Sc. DEGREE EXAMINATION – APRIL 2023
HUMAN RESOURCE MANAGEMENT
SECOND SEMESTER

COURSE : ELECTIVE
PAPER : DESIGNING ORGANISATIONS FOR INNOVATIONS
TIME : 3 HOURS **MAX. MARKS : 100**

SECTION A

ANSWER ALL QUESTIONS. EACH ANSWER NOT TO EXCEED 50 WORDS:

(10 X 2 = 20)

1. Define organisational development.
2. List the stages of positive model.
3. Differentiate centralisation and decentralisation.
4. List the reasons for organizational restructuring.
5. What is Organisational Diagnosis?
6. Write any two organizational diagnostic models.
7. Write a note on organisational feedback.
8. What are the process interventions?
9. Write a note on third party intervention.
10. State the future of organisational development.

SECTION B

ANSWER ANY FOUR QUESTIONS. EACH ANSWER NOT TO EXCEED 600 WORDS:

(4 X 10 = 40)

11. Differentiate between developmental and transitional change.
12. Elaborate the organizational restructuring strategies.
13. What are the different levels of organisational diagnosis? Explain.
14. Explain process of organisational development.
15. Enumerate the different interview methods as a diagnostic tool
16. Explain Organisational Development in Educational Institutions.

SECTION C

ANSWER ANY TWO QUESTIONS. EACH ANSWER NOT TO EXCEED 1200 WORDS:

(2 X 20 = 40)

17. Describe the Kurt Lewin theory and the Action Research Model.

18. Discuss the various dimensions of Organisation Design.
19. Elucidate the major “families” of OD intervention activities.
20. Read the Case Study and answer the following questions :

KVT Company Limited is the most respected India’s private sector company that deal with construction. The company has been in existence for about seven decades with a strong international presence including offices in the China as well as Gulf neighbors. A wide marketing and distribution network and decades of strong customer focused approach has ensured that the company as the leader in its field. The company also “believes that progress must be achieved in harmony with environment” This claim has informed its commitment to protection of the environment and participation in community welfare. The company is also one of the most profitable construction companies in the region with thousands of employees being employed directly or indirectly by the company. A policy of giving back to the society has ensured that the company establishes good relations with workers and the communities in which it is involved, with only the issue of pollution being the major challenge. KVT Company Limited has however managed to remain viable and important within the construction sector even with the financial crisis experienced over the years in the world.

Majority of the company employees had experienced faults in its existing appraisal system since some of the employees are poorly rated. There was apparent communication breakdown in the administrative hierarchy with junior workers not getting information and feedback on their performance in the company. The managerial staff members were responsible for appraising large number of employees thus making an appraisal of their subordinates difficult and without quality. The appraisal form used was too lengthy meaning that the number of employees participating was reduced due to time constraint. The company had cut down the salary to half pay for employees who crossed 50 years of age. They were asked by the company to opt for voluntary retirement. But these employees were very much loyal to the company for all these years and contributed for its profit and growth. By observing all these issues the newly joined junior employees felt

that they don't have any career growth in the company and lost morale and motivation towards the work. Over the months, these internal problems were exposed to other competitor companies in the industry and the company had lost few construction projects in their business. One Fine day, the company management has started to discuss about the winding up option for the company which makes the employees more worried. In this scenario you have been hired as an OD expert consultant to assess the present situation and provide revival solution.

Questions:

1. What kind of OD interventions are needed to solve the issues happening in the company and make the employees to stay motivated and work hard for better results.
2. What kind of Advice and suggestions you provide to the company management for keeping its employees satisfied and involving them in reviving the company without closing it?
