

Uva Wellassa University

Faculty of Management

Degree of Bachelor of Business Management in Entrepreneurship and Management

THIRD YEAR FIRST SEMESTER EXAMINATION – JUNE/JULY 2017

EMG 352-2 Organizational Development and Consulting



Instructions to candidates:

No. of pages : Three (03)
No. of questions : Five (05) Essays
Time : Two (2) Hours
Marks allocated : 100
Answer only Four (04) questions.

Index No:

01. The managing director of a well-established textile manufacturing unit plans to introduce new imported machines and modern methods of production. The workers in the factory numbering around 2,000 are fearful of the change brought out and hence resisted in many ways. Assume you have been appointed as the Consultant for this organization.

- i) Discuss how would you advice top management to tackle with this issue. (10 Marks)
- ii) Discuss what organizational development interventions would you suggest and how would you put such intervention into action? (15 Marks)

(Total Marks - 25)

02. Organizational development is a set of behavioral science techniques that designed to plan and implement change in work settings. (Tripon and Dodu, 2011)

- i) Explain the key characteristics of organizational development. (10 Marks)
- ii) Select any type of change that can be occurred in an organization and discuss the stages of that change by using action research model. (15 Marks)

(Total Marks - 25)



03. An intervention is a set of sequenced and planned actions or events intended to help the organization to increase its effectiveness. (Cummings and Worley, 2009)

i) Discuss the importance of planned change for an organization. (10 Marks)

ii) Organizational Development Practitioners often have to decide whether to use internal or external Consultants.

Evaluate the merits and demerits of having internal and external consultants for an OD intervention. (15 Marks)

(Total Marks - 25)

04. An organizational model is a representation of an organization that helps us to understand more clearly and quickly what we are observing in organizations.

(Howard and et al, 1994)

i) Discuss the advantages of organizational diagnostic models. (10 Marks)

ii) Explain any of diagnostic models that can be used to identify the organizational issues.

(15 Marks)

(Total Marks - 25)

05.

i) Discuss the strategic importance of coaching and mentoring in an organization.

(10 Marks)

ii) Write short notes on any three (03) of the following topics.

- a) Process Consultation
- b) Total Quality Management (TQM)
- c) Management by Objectives
- d) Self-Managed Teams
- e) Quality Circles
- f) Sensitivity Training

(5 X 3 = 15 Marks)

(Total Marks - 25)

