

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2022-24)
MID TERM EXAMINATION (TERM -VI)

Subject Name: Organization Development: D. I. C. S.
Sub. Code: PGH33

Time: **01.00 hrs**
Max Marks: **20**

Q. 1. Please complete the questionnaire below and after completing the instrument, score it in the below scoring key in respect of the responses to the questions made by you in the instrument and complete Part A.1 and A.2 of the score sheet enclosed. After scoring these, please give an elaborate explanation based on the scores obtained. **10 marks**

Note: Please don't look at the scoring key while giving response to the instrument.

The Instrument

These twelve situations are related to seeking your responses when you will be required to confront different managerial situations. You will have to assume your involvement in all the twelve situations. Read each item carefully; think about what you would do in each circumstance. Then circle the letter of the alternative action choice that you think would most closely describe your behavior in the situation presented. Circle only one choice. Respond to the items in terms of the way you think, you have behaved in the past when you were faced with situation similar to those described or in terms of the way you think you would behave if you were faced with each of the situations described when it comes in future. Respond to the items sequentially, that is, do item 1 before you do item 2, and so on. Do not spend too much time; respond to each item as you were responding to a real-life situation. Do not go back over each; stay with your original response.

Situation1: Some of the subordinate officers working with you are no longer responding to your friendly conversation and obvious concern for their welfare. Their performance has been gradually declining is declining rapidly and it has almost become impossible to take work from them. You would in such a situation:

- A. Emphasize the use of uniform procedures and the necessity for task accomplishment.
- B. Make yourself available for discussion, but don't push your involvement.
- C. Talk with subordinates and then set goals.
- D. Intentionally do not intervene.

Situation 2: The observable performance of the group working with you have been gradually increasing. You have been making sure that all members are aware of their responsibilities and expected standards of performance. In a situation like this, you would:

- A. Engage in friendly interaction, but continue to make sure that all members are aware of their responsibilities and expected standards of performance.
- B. Take no definite action.
- C. Do what you can to make the group feel important and involved.
- D. Emphasize the importance of deadline and tasks.

Situation 3: There has been a group of your subordinates who are no longer taking interest in the work as they were taking earlier. Some of them are spending a lot of time to solve the problems by themselves, for which they were taking much less time. You have normally left them alone in the past and have been having high proactivity level. Their performance and interpersonal relations have been good in the past. You would:

- A. Work with the group and together engage in problem solving.
- B. Let the group work it out.
- C. Act quickly and firmly to correct and redirect.
- D. Encourage group to work on problem and be supportive of their efforts.

Situation 4: you are considering a major change and introduce several needed innovations in your organization and your subordinate forest staff have a fine record accomplishment. They respect the need for change. You would:

- A. Allow group involvement in developing the change but don't be too directive.
- B. Allow changes and then implement with close supervision.
- C. Allow group to formulate its own directions.
- D. Incorporate group recommendations, but you direct the change.

Situation 5: The performance of some of your employees has been dropping during the last few months. Members have been unconcerned with meeting objectives. Redefining roles and Responsibilities have helped in the past. They have continually needed reminding to have their task done on time. They have become little difficult to be managed and you would under the situation:

- A. Allow group to formulate its own directions.
- B. Incorporate group recommendations, but see that objectives are met.
- C. Redefine roles and responsibilities and supervise carefully.
- D. Allow group involvement in determining roles and responsibilities, but don't be too directive.

Situation 6: You step into an efficiently run division / unit which the earlier head tightly controlled. You want to maintain a productive situation. You would:

- A. Do what you can to make group feel important and involved.
- B. Emphasize the importance of deadlines and tasks.
- C. Intentionally do not intervene.
- D. Get group involved in decision making but see that objectives are met.

Situation 7: You are considering changing to a structure which will be new to your group. Members of the group have made suggestions about them in the past, but from quite some time, their productive behavior declined and also some kind of counter-productive behavior

have been on the increase. For tackling, particularly a challenging problem, there had been usually reluctance. Innovations have been therefore becoming difficult. The pressure from higher officials for introducing Innovations have been increasing. You would:

- A. Define the change and supervise carefully.
- B. Participate with the group in developing the change but allow members to organize the implementation.
- C. Be willing to make changes as recommended, but maintain control of implementation.
- D. Avoid confrontation, but leave things alone.

Situation 8: The performance of the entire department / group and interpersonal relations are good. You feel somewhat unsure about your lack of direction of the group. To achieve excellence, you would:

- A. Leave the group alone.
- B. Discuss the situation with the group and then you initiate necessary change.
- C. Take steps to direct subordinate towards working in a well-defined manner.
- D. Be supportive in discussing the situation with group but not be too directive.

Situation 9: your superior has appointed you to head a task force that is far' overdue. Attendance at sessions has been poor. Their meetings have turned into social gatherings. Potentially they have the talent necessary to help.

- A. Let the group work out its problems.
- B. Incorporate group recommendations, but see that objectives are met.
- C. Redefine goals and supervise carefully.
- D. Allow group involvement in setting goals but don't push.

Situation 10: The employees with you are relatively new and are highly desirous of taking on any kind of responsibility. However, as they are new to organization and work, you are not really very sure whether they would be able to take up the responsibility in the manner you desire. There are several challenges amidst you and according to you, they are the best ones, whom the responsibilities could be given, as they would do the work with full passion. You would:

- A. Allow group involvement in redefining standards, but do not take control.
- B. Redefine standards and supervise carefully.
- C. Avoid confrontation by not applying pressure, leave situations alone.
- D. Incorporate group recommendations, but see that new standards are met.

Situation 11: You have been promoted to a new position. The previous officer reportedly briefed about non-leader involvement in core work of the department. They have in the past, adequately handled their tasks and directions. Group inter-personal relations had also deteriorated. You would:

- A. Take steps to direct subordinates towards working in a well-defined manner.
- B. Involve subordinates in decision making and reinforce good contributions.
- C. Discuss past performance with the group and then you examine the need for new practices.
- D. Continue to leave group alone.

Situation 12: It got recently noted that there were some internal difficulties among subordinate officers. The group had and has remarkable record of accomplishment. Members have effectively maintained long range goals. They have worked in harmony for the past year. All are well qualified for the task and also highly willing. You would:

- A. Try out your situation with the subordinates and examine the need for new practices.
- B. Allow group members to work it out themselves.
- C. Act quickly and firmly to correct and redirect.
- D. Participate in problem discussion while providing support for subordinates.

Part - A.1

Situation	Style 1	Style 2	Style 3	Style 4
1	A	C	B	D
2	B	A	C	D
3	C	D	A	B
4	B	D	A	C
5	C	D	B	A
6	B	A	D	C
7	A	C	B	D
8	C	D	B	A
9	C	B	D	A
10	B	D	A	C
11	A	B	C	D
12	C	D	A	B
Style types & Effectiveness				
Overall style effectiveness:				

Part- A.2

Situation	A	B	C	D
1	+2	-1	+1	-2
2	+2	-2	+1	-1
3	+2	+1	-1	-2
4	+1	-2	+2	-1
5	-2	-1	+2	+1
6	+2	-2	+1	-1
7	-1	+2	-2	+1
8	+2	+1	-2	-1
9	-2	+1	+2	-1
10	+1	-2	-1	+2
11	-1	-2	+2	+1
12	+1	+2	-2	-1

Q: 2. If 75 % of the employees in the organization fall into maturity level 3, then what kind of change plan you will recommend? Please suggest change plan that is properly developed based on the diagnosis. **10 marks**