

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

POST GRADUATE DIPLOMA IN MANAGEMENT (2024-26)
END TERM EXAMINATION (TERM -III)

Subject Name: **Organization Development: DICS**

Time: **02.00 hrs**

Sub. Code: **PGH33**

Max Marks: **40**

Note:

All questions are compulsory. Section A carries 12 marks: 6 questions of 2 marks each, Section B carries 18 marks having 3 questions (with internal choice question in each) of 6 marks each and Section C carries 10 marks one Case Study having 2 questions of 5 marks each.

Kindly write the all the course outcomes as per your TLEP in the box given below:

- CO1-** Ability to understand clearly the development processes from individual level to group level
CO2- Learn the behavioral processes in Lab settings and learn the art and style of solving individual and group problems for effective organizations
CO3- Learn the use of Instruments for diagnosing individual, group and organizational level problems for integrated organization development
CO4- Developing change plans on the basis of the problems diagnosed and prioritized, and implementation strategies -m change plans for different interventions – human processes, technostructural, HRM, strategic change e
CO5- Managing change effectively by choosing change resolution strategies

<u>SECTION – A</u>		
Attempt all questions. All questions are compulsory.		2×6 = 12 Marks
Questions	CO	Bloom's Level
Q. 1: (A). What are the various diagnosis processes used in OD program? Q. 1: (B). Is Training an OD intervention? Q. 1: (C). What are the various tools used in diagnosis? Q. 1: (D). What is Organizational Change? Q. 1: (E). Explain Opposing Forces in Change Process. Q. 1: (F). Give examples of 'instantaneous change' and 'dramatic change'	CO1	L1, L2
<u>SECTION – B</u>		
All questions are compulsory (Each question has an internal choice. Attempt anyone (either A or B) from the internal choice)		6 x 3 = 18 Marks
Questions	CO	Bloom's Level

<p>Q. 2: (A). What are the various OD interventions? Discuss any one intervention in detail from planning to implementation and achieving impact from the same.</p> <p style="text-align: center;">Or</p> <p>Q. 2: (B). In what all ways the program can meet resistance? How is the block of resistance created? How the resistance block having created, can be managed to make the change oprogram successful.</p>	CO2	L2, L3
<p>Q. 3: (A). discuss how Performance Management intervention can help move an average performing employee to a superior performing employee.</p> <p style="text-align: center;">Or</p> <p>Q. 3: (B). What is Strategic Change Intervention? In view of the recent international development, what Strategic Change Interventions, should organizations be prepared with for Business Continuity Management. Discuss in detail how the same can be implemented?</p>	CO3	L3, L4
<p>Q. 4: (A). What are the two forces that gives rise to a change curve. Explain the importance of the force field process to explain the different types of Change curves and what change skills are needed to manage resistance in each of the four different types of curves that a change program may take.</p> <p style="text-align: center;">Or</p> <p>Q. 4: (B). Future directions of OD – ‘From OD in Theory to OD in Practice’. What are your view to make this a reality in organizations and contribute to high organic growth</p>	CO4	L4, L5
<p style="text-align: center;"><u>SECTION – C</u></p> <p>Read the case and answer the questions 5×02 = 10 Marks</p>		
<p style="text-align: center;">Questions</p>	<p style="text-align: center;">CO</p>	<p style="text-align: center;">Bloom’s Level</p>

<p>Q. 5: Case Study: Read the case situation carefully, introspect the few concerns in the form of questions below the narrated case incident and then answer the questions below: Case on: UNLEASHING COSTCO'S FULL POTENTIAL: THRIVING AMIDST THE INTENSE RETAIL BATTLE WITH WALMART AND AMAZON Costco is a value driven retailer that operates on a membership-based model, in which customers pay an annual fee to gain access to its stores and purchase goods at reduced prices, with the aim of maintaining and enhancing its competitive strength and long-term market position through customer value. The company's key strategic goal is to establish a supply chain that balances cost reduction with high quality, in order to maintain and enhance its competition strength and competitive strength through customer loyalty. It is also facing challenges with Competition from local & Global players vying for Market share it also faces challenges with the supply chain Management & Culture Difference (Indian consumers are used to bargaining, which is not a part of its business model) and the Supply Chain Management Strategies (a game changer in the retail industry). Costco's "Final Mile" solution is an innovation that aims to increase the efficiency and speed of last-mile delivery in which goods are transported from a local distribution hub to the customer's door. It also partnered with local logistics companies to improve its delivery capabilities which leverage the existing network of local entrepreneurs and small businesses to improve delivery speed and reach.</p> <p>Questions: Q. 5: (A). In view of increasing challenges with Competition from local & Global players vying for Market share, should COSTCO change in Indian Market. What change strategies can you think of? Q. 5: (B). What Change strategies based on Indian consumers behavior which may not be a part of the COSTCOS Business model may contradict with the 'core values'. What change resolution strategies, based on the Kotters eight step change model may be needed?</p>	CO5	L3, L4
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Kindly fill the total marks allocated to each CO's in the table below:

Cos	Marks Allocated
CO1	12 Marks
CO2	6 Marks
CO3	6 Marks
CO4	6 Marks
CO5	10 Marks

(Please ensure the conformity of the CO wise marks allocation as per your TLEP.)

Blooms Taxonomy Levels given below for your ready reference:

L1= Remembering

L2= Understanding

L3= Apply

L4= Analyze

L5= Evaluate

L6= Create