



FINAL EXAMINATION
NOVEMBER 2023

COURSE TITLE	ORGANIZATIONAL DEVELOPMENT
COURSE CODE	RMGT4143
DATE/DAY	16 FEBRUARY 2024 / FRIDAY
TIME/DURATION	09:00 AM - 11:00 AM / 02 Hour(s) 00 Minute(s)

INSTRUCTIONS TO CANDIDATES :

1. Please read the instruction under each section carefully.
2. Candidates are reminded not to bring into examination hall/room any form of written materials or electronic gadget except for stationery that is permitted by the Invigilator.
3. Students who are caught breaching the Examination Rules and Regulation will be charged with an academic dishonesty and if found guilty of the offence, the maximum penalty is expulsion from the University.

(This Question Paper consists of 5 Printed Pages including front page)

*****DO NOT OPEN THE QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO*****

This question paper consists of TWO (2) sections. Answer ALL questions in the answer booklet provided. [50 MARKS]

SECTION A

(15 Marks)

There are FIFTEEN (15) questions in this part. Answer ALL questions in the answer booklet.

1. What is the primary goal of an Organization Development (OD) Practitioner?
 - A. Implementing strict hierarchical structures
 - B. Facilitating positive organizational change
 - C. Maintaining status quo
 - D. Enforcing rigid protocols

2. Which of the following is a key responsibility of an OD Practitioner?
 - A. Preserving traditional organizational culture
 - B. Resisting any form of change within the organization
 - C. Diagnosing and assessing organizational issues
 - D. Focusing solely on individual performance reviews

3. What is a common intervention method used by OD Practitioners to foster organizational change?
 - A. Imposing unilateral decisions
 - B. Avoiding communication with team members
 - C. Implementing team-building activities and workshops
 - D. Punishing employees for mistakes

4. How does Organization Development typically address organizational challenges?
 - A. By enforcing authoritarian leadership styles
 - B. By promoting a culture of guilt and punishment
 - C. Through collaborative problem-solving and interventions
 - D. By imposing firm job descriptions on employees

5. Which factor is essential for the success of Organization Development initiatives?
 - A. Fostering an environment of secrecy and mistrust
 - B. Emphasizing individual achievements over teamwork
 - C. Engaging leadership support and employee involvement
 - D. Relying solely on external consultants for decisions

6. What role does data and analysis play in strategic interventions within Organization Development?
 - A. Data is disregarded in favor of intuition and assumptions
 - B. Data-driven insights guide decision-making and actions
 - C. Data is selectively used to support predetermined strategies
 - D. Data analysis is solely limited to financial metrics

7. How does organizational development impact company culture?
 - A. By rigidly preserving existing cultural norms
 - B. By encouraging an inclusive and adaptive culture
 - C. By stifling diversity of thought and ideas
 - D. By enforcing firm conformity among employees

8. Which phase in the organizational development process involves identifying areas requiring change and gathering information about organizational issues?
 - A. Designing interventions phase
 - B. Diagnosis organizations phase
 - C. Leading and managing change phase
 - D. Evaluation phase

9. Which factor is crucial when determining the success of strategic interventions in Organization Development?
 - A. Imposing unilateral decisions without stakeholder input
 - B. Emphasizing rapid implementation over careful planning
 - C. Alignment with organizational goals and values
 - D. Exclusively relying on external consultants for solutions

10. What is a primary goal during the diagnosis organizational phase of organizational development?
 - A. Implementing solutions immediately
 - B. Collect pertinent information, analyze it, and draw conclusions for action planning and intervention
 - C. Enforcing new policies without analysis
 - D. Assigning blame for existing problems

11. What is a key aspect of the evaluation phase in organizational development?
 - A. Assigning blame for unsuccessful interventions
 - B. Implementing additional changes immediately
 - C. Assessing the effectiveness of implemented interventions
 - D. Disregarding feedback from employees

12. _____ phase involving the organization clarifying its issues and selecting a reliable consultant.
- A. Designing Interventions
 - B. Entering and Contracting
 - C. Feeding Back Diagnostic Information
 - D. Leading and Managing Change
13. During the intervention phase of organizational development, what is the primary focus?
- A. Identifying issues
 - B. Implementing solutions
 - C. Analyzing data
 - D. Conducting employee surveys
14. Which activity is commonly associated with the careful diagnosis and is meant to resolve specific problems and to improve particular areas of organizational functioning?
- A. Repeating the diagnosis phase
 - B. Designing interventions
 - C. Leading and managing change
 - D. Focusing solely on leadership initiatives
15. Multiple measures are one of the sources of _____ for evaluating and institutionalizing organization development interventions.
- A. adaptability
 - B. validity
 - C. reliability
 - D. competency

SECTION B

(35 Marks)

There are **THREE (3)** questions in this part. Answer **ALL** questions in the answer booklet.

1. Discuss any **FIVE (5)** phases and essential elements of the organizational development process that promote positive changes and growth within an organization. (10 marks)
2. Explain **FIVE (5)** ethical dilemmas that organizational development (OD) practitioners may run into and provide **FIVE (5)** solutions that allow them to maintain embracing ethical standards. (20 marks)
3. Explain **TWO (2)** types of Planned Change Theories that form the foundation of the organizational development (OD) process. (5 marks)

*** END OF QUESTION PAPER ***

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