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Total No. of Pages : 02

Total No. of Questions : 15

MBA (2012 & Onward) (Sem.-4)
ORGANISATION DEVELOPMENT

Subject Code : MBA-966

Paper ID : [A2541]

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTION TO CANDIDATES :

1. **SECTION-A** contains **SIX** questions carrying **FIVE** marks each and students has to attempt any **FOUR** questions.
2. **SECTIONS-B** consists of **FOUR** Subsections : Units-I, II, III & IV. Each Subsection contains **TWO** questions each carrying **EIGHT** marks each and student has to attempt any **ONE** question from each Subsection.
3. **SECTION-C** is **COMPULSORY** and consist of **ONE** Case Study carrying **EIGHT** marks.

SECTION-A

1. Define Organisational Development. What are the distinguishing characteristics of OD that make it different from any other field of study?
2. What are the advantages of parallel learning structures?
3. Discuss the characteristics of people with 'functional competence' as their career anchor.
4. How can organizational politics be leveraged for OD?
5. What are the sequential steps involved in the Action research model of OD?
6. Discuss the ethical constraints in the practice of OD.

SECTION-B

UNIT-I

7. Define second generation OD. Discuss the developments that led to the emergence of second generation OD.
8. Elaborate the role of System's Theory in managing planned change.

UNIT-II

9. Discuss the four varieties of Action Research and its importance in OD process.
10. There are six critical areas to focus on as per the 'six box model' of diagnosis as suggested by Weisboard. Elaborate.

UNIT-III

11. Explain why OD interventions are necessary. What results can organizations expect from OD Interventions?
12. In case, duties and responsibilities of employees are not clear, explain the OD technique that you would implement.

UNIT-IV

13. What are the essential qualities that a consultant should have, to make the OD programme successful?
14. Discuss the moral responsibilities of the OD consultant at the end of the programme.

SECTION-C

15. Constant friction between Marketing and R&D departments of ABC Company, a lead player in cosmetics industry, was a serious concern to the General Manager, Ashok. While members of the R&D department felt that the marketing team was unduly pressurizing the R&D department to produce new products at frequent intervals, the marketing team felt that R&D department was not working hard enough to meet the changing demands of their customers.

Suggest and explain an OD intervention to Ashok to ensure smooth functioning of the teams.