

Roll No.

Total No. of Pages : 03

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. Discuss second generation OD.
2. Discuss the pros and cons of third party peacemaking interventions.
3. Discuss the process of action research.
4. Discuss Kurt Lewin Model of Change.
5. Discuss the role of client in bringing change.
6. What do you mean by Parallel Learning Structure?

SECTION-B

UNIT-I

7. What do you mean by Planned Change? Discuss the models and theories of planned change.
8. Discuss the interdisciplinary nature of Organizational Development.

UNIT-II

9. Explain the phases of organization development program.
10. Write a brief note on the following :
 - a) The Six Box Model
 - b) Analysis of Discrepancies

UNIT-III

11. Explain in detail any four well known team interventions in OD.
12. What do you mean by Organisational Politics? Discuss the role of organizational politics in the practice of OD.

UNIT-IV

13. What are the issues that arise in OD consultant client relationship and how to prevent and resolve the same?
14. Write a note on :
 - a) The consultant Team as a Microcosm
 - b) Ethical Standards in OD

SECTION-C

15. Case Study :

OD in New Gen Motors Ltd.

A classic example of how OD can change an organization for the better is the initiative undertaken by New Gen Motors Ltd. at its New York auto assembly plant in the 1970s. By the late 1960s, Tarrytown had earned a reputation as one the least productive plants in the company. Labour relations and quality were at an all-time low, and absenteeism was rampant, when GM finally decided to take action.

1. Realizing the seriousness of the situation, plant managers tried something new they sought direct input from laborers about all aspects of the plant operations.
2. Then they began to implement the ideas with success, sparking interest in a more comprehensive OD effort. Thus, in the early 1970s, New Gen initiated a quality-of-work-life (QWL) program, an OD program that integrates several types of interventions.
3. The goal of QWLs is to improve organizational efficiency through employee well-being and participative decision-making.
4. In 1973, the union leaders signed a "letter of agreement" with management in which both groups agreed to commit themselves to exploring specific OD initiatives that could improve the plant.
5. The plant hired an outside consultant to oversee the change process. The initial research stage included a series of problem-solving training sessions, during which 34 workers from two shifts would meet for eight hours on Saturdays.
6. Those meetings succeeded in helping plant managers to improve productivity. Therefore, in 1977 management increased the scope of the OD program by launching a plant wide effort that included 3,800 managers and laborers.
7. Although the OD program eventually cost New Gen more than \$1.5 million, it paid off in the long run through greater productivity, higher quality, and improved labor relations.
8. For example, the number of pending grievances plummeted from 2,000 in 1972 to only 32 by 1978. Absenteeism dropped as well, from more than seven percent to less than three percent.
9. In fact, by the late 1970s the Tarrytown plant was recognized as one of the most productive and best run in the entire New Gen organization.

Questions :

1. What were the steps taken by the plant managers to solve the problem of least productive plants?
2. How organizational efficiency was improved?
3. How OD helped in increasing the efficiency of the organization?