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Total No. of Pages: 02

Total No. of Questions: 15

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

M Code: 71395

Subject Code: MBA-966

Paper ID: [A2541]

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

1. SECTION-A contains SIX questions carrying FIVE marks each and students have 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 students have 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. Briefly discuss the steps involved in Organization Development process.
2. What are the limitations of Organization Development?
3. Write a detailed note on the nature of OD interventions.
4. Discuss the various forces responsible for change in the organization?
5. Discuss the various contemporary issues in Organization Development
6. Write a short note on third party peace making interventions.

SECTION B

Unit I

7. What do you understand by Organization Development? Discuss the assumptions underlying Organization Development.
8. Bring out the need of Empowerment. Also discuss the costs associated with employee empowerment.

Unit II

9. Define the concept of organizational change. Discuss its importance. What are the various types of changes?

10. Discuss in detail the six - box model. Also explains its implementation.

Unit III

11. “OD is more than just reaching into a kit-bag and pulling out an intervention or two”. Discuss the statement.

12. Write a note on “How to make Change Efforts Successful in a Political Environment?”

Unit IV

13. Defining the client system. Also explain the implication of OD for the client.

14. Explains the nature of the consultant’s expertise. Discuss the consultant as a model.

SECTION C

15. CASE STUDY

The personnel office of Prasant Chemicals limited informed the middle managers through a circular that a group of consultants would be calling on them later in the week to provide training on team building. The consultants would be emphasizing on how to develop team work and to build inter group relationships throughout the Company. The information also contained the approach to be adopted by the consultants and explained the five-step process of team building: problem sensing, examining differences, giving and receiving feedback, developing interactive skills, and follow up actions. The circular also included a note on the utility of team building in organisational effectiveness. On receiving the circular, middle managers, felt tensed as they thought team building as an exercise involving a lot of hocus-pocus as they experienced in sensitivity training exercises in which participants used to attack each other and let out their aggression by heaping abuse on those disliked. Therefore, the managers felt that the consultants were not needed for team building. One of the managers commented, ‘now that as we understand what is involved in team building, we can go ahead and conduct sessions ourselves. All we have to do is to choose a manager who is liked by everyone and put him in the role of change agent! consultant. After all, you really do not need high priced consultants to do team building stuff. You just have a good feel for human factor’. The other managers generally agreed. However, the corporate personnel director turned down their suggestion and proceeded with his original programme of hiring consultants.

Questions

1. Why did middle managers show resistance to team building approach of organisation development?
2. Do you think the managers had accurate view of team building concept and role of external consultant in that?