

ORGANIZATION DEVELOPMENT
(Master of Business Administration)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

(Answer the following: 05 X 10 = 50 Marks)

- 1 (a) How would you define organization development? Why is organization development necessary? What are the basic assumptions with which an OD consultant begins an OD programme in an organization? 5M
 (b) Explain the characteristics of organization development. 5M
 OR
- 2 (a) Elaborate the concept and scope of OD in India. Explain the various stages in the history of OD. 5M
 (b) Discuss the values and beliefs in OD. 5M
- 3 (a) Elaborate the role of Systems Theory in managing change in any organization. 5M
 (b) Write a detailed note on foundations of OD. 5M
 OR
- 4 (a) What do you understand by third wave consulting? 5M
 (b) Define Organizational transformation. How can the organizations attain it effectively? 5M
- 5 (a) What are the characteristic features of action research process? How do these features make action research a unique approach of planned change? Support your answer with relevant examples. 5M
 (b) Explain the various areas of diagnosis in OD. 5M
 OR
- 6 (a) Describe the diagnostic process of OD. 5M
 (b) Why is action research described as a cyclical process of systematic scientific inquiry? Discuss the steps involved in this process to bring about effective changes in the organizational systems. 5M
- 7 (a) Explain any two OD interventions with relevant examples. 5M
 (b) Write a note on third party peace making interventions. 5M
 OR
- 8 (a) Discuss about structural interventions of OD. 5M
 (b) Explain behaviour modelling and life and career planning. 5M
- 9 (a) Elucidate the issues faced by OD consultants. 5M
 (b) What do you understand by system ramifications? 5M
 OR
- 10 (a) What are the different sources of power in organizations? Discuss a few models of sources of power. 5M
 (b) What are the emerging trends in OD? How can organizations work with these trends? 5M

Contd. in Page 2

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11

Case Study/Problem:

10M

ABC is the Marketing Department Manager of XYZ Ltd. Manager has noticed that the department staff seems to be pulling in separate directions and some members have trouble cooperating with others. Manager feels team building will help department function in a more positive and productive way. ABC interviews several OD consultants to find the change agent that will be right for what the department needs. ABC decides on PQR, an OD consultant that best answered the question, "How will this change agent build a group into a team?"

PQR meets ABC to discuss the problems. They define the problem as ABC sees it. They discuss specific questions to ask and data that will be collected from interviews with team members. PQR interviews ABC staff and immediately a number of issues surface that appear counter-productive to effective functioning. Lack of communication is identified as the most serious problem, and many of the other major issues are the direct result of the communication breakdown. PQR reports the general findings back to ABC without mentioning any names. After discussing the problem and possible ways to solve it, they decided on some action steps for XYZ Ltd.

Questions:

- (i) Do you think that ABC was correct in calling PQR? Give your reasons. What were the major problems at XYZ Ltd.?
 (ii) If you were appointed as the OD Consultant, what would you have suggested as strategies to improve and solve the problem of XYZ Ltd.

Code: 21E00401c

MBA IV Semester Supplementary Examinations November 2024

ORGANIZATION DEVELOPMENT
(Master of Business Administration)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION - A

(Answer the following: 05 X 10 = 50 Marks)

- 1 (a) How would you define organization development? Why is organization development necessary? What are the basic assumptions with which an OD consultant begins an OD programme in an organization? 5M
(b) Explain the characteristics of organization development. Also, discuss the history of OD. 5M
OR
- 2 (a) Discuss the values and beliefs in OD. 5M
(b) Describe the ethical issues in OD. 5M
- 3 (a) "Change does not occur in a vacuum. There are a number of factors operating both within and outside the organization which cause the change to take place". Discuss the relevance of this statement in the light of the forces impacting the organization. 5M
(b) Write a detailed note on foundations of OD. 5M
OR
- 4 (a) What do you understand by third wave consulting? 5M
(b) Define Organizational transformation. How can the organizations attain it effectively? 5M
- 5 (a) What are the characteristic features of action research process? How do these features make action research a unique approach of planned change? Support your answer with relevant examples. 5M
(b) Explain the various areas of diagnosis in OD. 5M
OR
- 6 (a) Describe the diagnostic process of OD. 5M
(b) Explain the major theories of action research. 5M
- 7 (a) Explain any two OD interventions with relevant examples. 5M
(b) Write a note on team interventions and intergroup interventions. 5M
OR
- 8 (a) Discuss about structural interventions of OD. 5M
(b) Explain behaviour modeling and life and career planning. 5M
- 9 (a) Elucidate the issues faced by OD consultants. 5M
(b) What do you understand by system ramifications? 5M
OR
- 10 (a) Throw light on power and politics in OD 5M
(b) Explain the future of OD in the modern organisations. 5M

Contd.in Page 2

Code: 21E00401c

SECTION - B

(Compulsory question, 01 X 10 = 10 Marks)

- 11 A small company interested in development of project management system. With a project management system in place, employees may be able to work smarter, handling tasks in sequential order, identifying which tasks are dependent upon others and outlining which resources are necessary to take projects from start to completion. The objective behind this system is to improve quality of product or service in less time, so customer get benefits of the same. The employees in the company numbering around 1500 are fearful of the change brought out and hence resisted in many ways. 10M

As an OD consultant, how did you advice the management to tackle the problem and what intervention techniques would you suggest.

MBA IV Semester Regular & Supplementary Examinations September/October 2022

ORGANIZATION DEVELOPMENT

(For students admitted in 2018, 2019 & 2020 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

(Answer the following: 05 X 10 = 50 Marks)

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| 1 | "Ethics play a vital role in organizational development". Discuss | 10M |
| | OR | |
| 2 | What are the characteristics and assumptions of OD? | 10M |
| 3 | What is systems outlook? What are the issues involved in it? | 10M |
| | OR | |
| 4 | What is organizational transformation? What are the objectives of organizational transformation? | 10M |
| 5 | Discuss the role of action research in the diagnostic process of OD. | 10M |
| | OR | |
| 6 | What are the different areas of diagnosis with reference to OD? | 10M |
| 7 | Discuss the need and importance of intergroup interventions. | 10M |
| | OR | |
| 8 | What are the different functions of T-groups? Explain with reference to OD. | 10M |
| 9 | "Future of OD is very encouraging". Discuss the statement. | 10M |
| | OR | |
| 10 | Evaluate the need and importance of power politics in OD. | 10M |

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

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| 11 | Case Study/Problem:
Mr. Krishna Rao was utterly baffled. He took over office four months ago and has since initiated several changes all of which are good. His main intentions in making the changes were that the office should look more professional and the employees should be facilitated to become productive without making them work too hard. The office now indeed looks more spacious with new layout, and in fact, his colleagues from the other departments who pass by, comment on how nice and professional the office looked! Mr. Rao had put the secretaries' desks close to their bosses' cabins so that they did not have to walk up and down all the time. Previously, they were huddled together in the secretaries' pool, and whenever they had to take dictation - which was several times a day - they had to walk quite a bit. | 10M |
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He also purchased new calculating machines for the department which are quick, efficient, and accurate, so that the assistants now do their calculations without making mistakes. In fact, he had just placed an order for a high-speed computer which would take away the boredom and monotony of all the laborious human calculations and would be a boon to all. Actually, once the computer is installed, the managers will not have to be dependent on the lower level staff. Whatever statistics or information the managers need, the computer will generate the data in no time at all. And the computer manufacturer was going to offer free programming sessions for all those who wanted to attend them. Manuals will also be made available to all the staff. It was the best of all possible worlds for the entire department and Mr. Rao could not understand why the staffs were not more enthusiastic and some actually seemed rather unhappy.

Questions:

- Identify the problems in this case.
- What kind of changes were prescribed by Mr. Rao and why?
- Discuss why the changes did not produce the desired results in this situation.
- If you were Mr. Rao, how you would have handled the situation?
