

AT-1462

M.B.A. Semester—IV Examination

ORGANIZATIONAL DEVELOPMENT AND INTERVENTION STRATEGIES

(New)

Paper—MBA/4302/OB

Time : Three Hours]

[Maximum Marks : 70

Note :— (1) **ALL** questions are compulsory.

(2) Figures to the right indicate marks.

SECTION—A

1. (A) Organizational Development (OD) is an effort --Planned, organization—wide, managed from the top, increasing organization effectiveness and planned intervention using behavioral-science knowledge. Discuss. 14

OR

- (B) What is OD ? Discuss any three theories of Organizational Development with their perspectives, emphasis and applications. 14

SECTION—B

2. (A) What are the major OD intervention techniques ? Discuss each in short. 7
- (B) Work Manager of Puma Industries found that, day by day the performance of operative level employees is going down and down. So he has appointed OD practitioner to solve this problem. Considering yourself as OD practitioner, what OD intervention technique will you use ? Justify. 7

OR

- (C) What is group intervention ? Discuss the process of group intervention in organizational development. 7
- (D) Mr. Ritesh is heading a group of 10 employees. He observed that all 9 except Suresh are sharing their views, problems and their happy moments with each other's and sometimes with Mr. Ritesh also. You as an OD practitioner are required to use "Johari Window" to improve the communication of Mr. Suresh. How will you do it ? Explain. 7

3. (A) "Self knowledge is the most central ingredient in OD practice." Discuss. 7
- (B) Sun Pharma company is facing the problem of conflict among the operative level staff and administrative level staff. Mr. Suresh, Manager HR has been given this responsibility to solve this problem. If you are the OD consultant, what skill you will expect in Suresh to handle this problem ? 7

OR

- (C) What foundation and core competencies are required to be present in OD practitioners ? Give few examples. 7
- (D) You are responsible for recruiting OD person in your company. What skills will you search for in candidate applying for the post related to responsibility and competencies ? 7
4. (A) Discuss the trends like economy and workforce and their effects on OD future. 7
- (B) According to traditional OD practitioners mechanical systems rely on "authority obedience relationship" while organic systems rely on mutual confidence and trust. Mechanical system insists on "Strict division of labor and hierarchical suppression" while organic systems foster multigroup membership and responsibility. Considering yourself as the OD professional and to have better future, what basic value you will attach to above assumptions ? 7

OR

- (C) What is OD ethics ? Discuss personal and interpersonal values in OD ethics. 7
- (D) The consultant interviews 20 members of management and finds several department heads are angry about the behavior of fellow department head XYZ and the practices of XYZ department. Further XYZ is hostile and uncooperative with the consultant in the data gathering interview. When the consultant feeds back the themes from the interviews to the group, his angle takes the form of overstating and over-emphasizing the dysfunctional aspects of XYZ's department. When the consultant put the report in the final meeting, all department heads defend XYZ head. How will you solve this ethical dilemma in the light of ethical standards in OD ? 7

SECTION—C

5. Nirma University (NU) recently made a huge IT system change at its main campus, which also affected the 20 other campuses and thousands of employees, staff, and students who had to learn a new way of doing things.

To make this change happen smoothly, the IT department was given an Automatic Change Management System (AMS), so one person could make upgrades that would automatically change everything else. To implement this change the university authorities redefined IT employees' roles, clearly explaining who can use what system and what changes they can make in their designated areas. Articulating employees new responsibilities minimize confusion and issues. When the new process was introduced, NU knew the importance of frequent communication and classification so all employees were on the same page.

Questions :

- | | |
|--|---|
| (1) Summarize the case. | 4 |
| (2) Discuss the changes and their outcomes implemented at Nirma University (NU). | 6 |
| (3) Suggest and justify the innovative changes, NU can implement. | 4 |

