

Code: 14E00405

MBA IV Semester Supplementary Examinations November/December 2017

**ORGANIZATION DEVELOPMENT**

(For students admitted in 2014 &amp; 2015 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

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**SECTION – A**

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

- 1 Organizational development is all about change. Explain how OD practices helps in bringing about change in the organization.
- OR**
- 2 Explain the operational goals of OD with suitable examples.
- 3 Discuss the foundations of OD and detail the various fields having contribution in OD.
- OR**
- 4 Examine the models of organizational transformation.
- 5 “Diagnosis is a cyclical process in organization development”-Outline the diagnostic process in brief.
- OR**
- 6 Elucidate action research process and brief how it supplements OD.
- 7 Discuss intergroup interventions. What are the various steps involved in intergroup interventions.
- OR**
- 8 Describe how and when T-group method can be used as an OD intervention. Support with example.
- 9 How can corporate services improve the results of organizational development consulting? Explain.
- OR**
- 10 OD by its nature is political – Critically evaluate this statement focusing power and politics in OD.

**SECTION – B**

(Compulsory Question)

01 X 10 = 10 Marks

**11 Case study:**

The personnel office of Vijay 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 organizational 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 session 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 or 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 personal director turned down their suggestion and proceeded with his original programme of hiring consultants

**Questions:**

- (a) Why did middle managers show resistance to team building approach of organization development?
- (b) Do you think the managers had accurate view of team building concept and role of external consultant in that?
- (c) Did corporate personal office sell the concept of team building and its usefulness properly to middle managers? What actions should be taken?