

Code: 14E00405

MBA IV Semester Regular & Supplementary Examinations May 2018

ORGANIZATION DEVELOPMENT

(For students admitted in 2014, 2015 & 2016 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

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

- 1 Trace out the evolution of organization development as a discipline and profession.
OR
- 2 State the distinctive characteristics of organization development.
- 3 Examine the benefits of third wave management as part of organizational transformation.
OR
- 4 Discuss the role of an organizational development practitioner.
- 5 Explain any three models of organizational diagnosis.
OR
- 6 Enumerate different types of action research. State the merits and demerits of action research.
- 7 Define T-groups. Discuss about inter-group team building and self-managed team development.
OR
- 8 Write briefly about the following:
(a) Organizational mirroring.
(b) Life and career planning.
- 9 Outline the likely changes in OD consultancy in the next five years.
OR
- 10 Explain the OD challenges in the global context.

SECTION – B

(Compulsory Question)

01 X 10 = 10 Marks

11 Case study:

The Trinitron TV, transistor radio, Walkman, and VCR are the stuff of time capsules nowadays, but not long ago they were cutting-edge technology. Japan was at the pinnacle of the home consumer electronics industry from the 1970s to the 1990s, introducing new innovations to the world each year. Now those same Japanese firms are at the back of the pack and struggling to stay in the game. Japanese electronics production has fallen by more than 41 percent and Japan's global market share of electronics goods and services has decreased by more than half since 2000. Sony, for example, hasn't earned a profit since 2008. What happened? The simple answer is failure to innovate. While firms outside Japan pioneered digital technology and conquered the Internet, Japanese firms stuck to semiconductors and hardware. But the deeper issue is the refusal of Japanese managers to adapt to the global environment and change their organizations accordingly.

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For instance, Sony mastered the technology needed for a digital music player years before Apple introduced the iPod in 2001, but its engineers resisted the change. Sony's divisions would not cooperate with one another fast enough to compete in this market or in the new market for flat-screen TVs. Even now, Sony has not managed to change its organization to reflect current global thinking in the industry. For instance, it and other Japanese firms make a larger number of products than most of their global competitors. Former Sony executive Yoshiaki Sakito said, "Sony makes too many models and for none of them can they say 'This contains our best, most cutting-edge technology.'" Apple, on the other hand, makes one amazing phone in just two colours and says, "This is the one." For Japanese electronics companies to survive, they must change. They were once able to structure their organizations around abundant, inexpensive labour to keep costs down and prices competitive, but that's no longer the case. One complicating factor is that Japan is an ancient country of many traditions, with a low birth rate and an aging population, so there will be an increasing shortage of workers. The country's culture will make it even more difficult to realign to globalization. It now must change to foster innovation, which may involve a cultural as much as an organizational transformation.

Questions:

- (a) What made the Japanese electronics industry initially successful?
- (b) How does a corporation such as Sony fundamentally differ from one like Apple?
- (c) Where might Japanese organizations outsource production to remain competitive in today's markets?

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