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Total No. of Pages : 03

Total No. of Questions : 17

MBA (2018 Batch) (Sem.-3)

ORGANIZATIONAL CHANGE AND DEVELOPMENT

Subject Code : MBA 931-18

M.Code : 76898

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

SECTION-A**Write short notes on :**

1. What is organisational development?
2. What is resistance to change?
3. What are the various issues of client and consultant relationship?
4. Discuss the various strategies for implementing organisational change.
5. Discuss system theory.
6. What are T-Groups?
7. What are team interventions?
8. Discuss the concept of Power and politics in an organisation.

SECTION-B

UNIT-I

9. What is planned change? Discuss the various strategies for implementing organisational change.
10. Write notes on :
 - a. Participation and empowerment
 - b. System theory

UNIT-II

11. What are OD interventions? Discuss the nature of OD interventions.
12. Write notes on :
 - a. Career Anchors
 - b. T- Groups

UNIT-III

13. What are Comprehensive Interventions? Discuss various types of comprehensive interventions with suitable examples.
14. Write notes on :
 - a. Theories about the sources and power
 - b. Team interventions

UNIT-IV

15. Discuss the various issues of client and consultant relationship.
16. Discuss the various ethical standards in OD.

SECTION-C

17. 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 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/ 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 organisation development?
- b. Do you think the managers had accurate view of team building concept and role of external consultant in that?
- c. Did corporate personnel office sell the concept of team building and its usefulness properly to middle managers? What actions should the department have taken?

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.