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Total No. of Pages : 03

Total No. of Questions : 15

MBA (2016 to 2017) (Sem.-4)

ORGANISATION DEVELOPMENTS

Subject Code : MBA-966

M.Code : 71395

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains SIX questions carrying FIVE marks each and students has to attempt any FOUR 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 EIGHT marks.

SECTION-A**Explain the following :**

1. Strategies of Change
2. Participation and Empowerment
3. Analysis of Discrepancies
4. The Six-Box Model
5. Team Intervention
6. Ethical Standards in OD

SECTION-B**UNIT-I**

7. Define organisation development. Explain the primary distinguishing characteristics of O.D.
8. Explain the Humanistic, Optimistic and Democratic OD values.



UNIT-II

9. What is Action Research? List out the benefits of action research.
10. What are Parallel Learning Structures? Explain with suitable examples.

UNIT-III

11. What is T-Group Training? State various advantages of T-Group Training and also mention its limitations.
12. How can OD practitioners deal with power and politics in an organisation?

UNIT-IV

13. Discuss various consultant-client relationship issues in OD.
14. Write detailed note on contemporary issues in organization development.

SECTION-C

15. CASE STUDY: ORGANIZATION DEVELOPMENT

A classic example of how OD can change an organization for the better is the initiative undertaken by ABC Motors Ltd. at its New York auto assembly plant in the 1970s.

By the late 1960s, Tarrytown had earned a reputation as one the least productive plants in the company.

Labour relations and quality were at an all-time low, and absenteeism was rampant, when GM finally decided to take action.

- Realizing the seriousness of the situation, plant managers tried something new—they sought direct input from laborers about all aspects of the plant operations.
- Then they began to implement the ideas with success, sparking interest in a more comprehensive OD effort. Thus, in the early 1970s, ABC initiated a quality-of-work-life (QWL) program, an OD program that integrates several types of interventions.
- The goal of QWLs is to improve organizational efficiency through employee well-being and participative decision-making.

- In 1973, the union leaders signed a “letter of agreement” with management in which both groups agreed to commit themselves to exploring specific OD initiatives that could improve the plant.
- The plant hired an outside consultant to oversee the change process. The initial research stage included a series of problem-solving training sessions, during which 34 workers from two shifts would meet for eight hours on Saturdays.
- Those meetings succeeded in helping plant managers to improve productivity. Therefore, in 1977 management increased the scope of the OD program by launching a plant wide effort that included 3,800 managers and laborers.
- Although the OD program eventually cost ABC more than \$1.5 million, it paid off in the long run through greater productivity, higher quality, and improved labor relations.
- For example, the number of pending grievances plummeted from 2,000 in 1972 to only 32 by 1978. Absenteeism dropped as well, from more than seven percent to less than three percent.
- In fact, by the late 1970s the Tarrytown plant was recognized as one of the most productive and best run in the entire ABC organization.

Discussion Questions :

- a. What were the steps taken by the plant managers to solve the problem of least productive plants?
- b. How organizational efficiency was improved?
- c. How OD helped in increasing the efficiency of the organization?

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.