

Code No: MB1643/R16

MBA IV Semester Regular/ Supplementary Examinations, May-2019

ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT

Time: 3 Hours

Max. Marks: 60

*Answer Any FIVE Questions
All Questions Carry Equal Marks
Question No. 8 is Compulsory*

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| 1. a | Differentiate planned and unplanned change in an organization. | 6M |
| b | What are the forces which will decide the organization change? | 6M |
| 2. a | Explain systems approach to change. | 6M |
| b | How system autonomy and behavior are interdependent aspects? | 6M |
| 3. a | Explain the emerging concept of organizational transformation. | 4M |
| b | Write a note on intervention strategy model | 8M |
| 4. a | Explain Person focused and role focused OD interventions. | 6M |
| b | Examine the challenges posed to an organizational development practioners | 6M |
| 5. a | What is collective bargaining? | 4M |
| b | Explain how collective bargaining can be addressed as a strategy to the challenges of globalization? | 8M |
| 6. a | What are the characteristics of Virtual teams? | 5M |
| b | Explain in detail team building life cycle. | 7M |
| 7. a | Explain how cross-cultural diversity in teams can be managed? | 5M |
| b | Explain the role of change consultant when an organization plans to introduce automation in its manufacturing plant. | 7M |

8. CASE STUDY

12M

The middle managers of a large firm were told by the corporate human resources office that a group of consultants would be calling on them later in the week. The purpose of the consultants' visit would be to analyze inter-functional relations throughout the firm.

The consultants had been very effective in using an OD intervention called team building. Their particular approach used six steps. When their approach was explained to the managers, a great deal of tension was relieved. They had initially thought that team building was a lot of hocus-pocus, like sensitivity training, where people attack each other and let out their aggressions by heaping abuse on those they dislike.

By the same token, these managers generally felt that perhaps the consultants were not needed. One of them put it this way: "Now that we understand what is involved in team building, we can go ahead and conduct the sessions ourselves. All we have to do is to choose a manager who is liked by everyone and put him or her in the role of the change agent/consultant. After all, you really don't need a high priced consultant to do this team-building stuff. You just have to have a good feel for human nature." The other managers generally agreed. However, the corporate human resources director turned down their suggestion. He hired the OD consultants to do the team building.

Questions:

- (i) Bring out the main features of this case.
- (ii) What is a team building approach to organization development? Do you think the managers had an accurate view of this OD technique?
- (iii) Do you think that the managers had an accurate view of the role of external consultants?
- (iv) What will be your plan of action in the situation?
