

AS-814

M.B.A. (Semester—IV) Examination

ORGANIZATIONAL DEVELOPMENT AND INTERVENTION STRATEGIES (New Course)

Paper—MBA/4302/OB

Time : Three Hours]

[Maximum Marks : 70

Note :—(1) Attempt **ALL** the questions.

(2) Figures to the right indicate full marks.

SECTION—A

1. (a) "Organization development diagnosis attempts to analyze the current state of organization in terms of various structures, systems and process in order to identify actual and potential strengths and weakness." Discuss. 14

OR

- (b) Outline the evolution theory of organizational development and the reasons for the growth of organizational development in the recent times. 14

SECTION—B

2. (a) Describe the characteristics of successful change agents. What change agents can do in the organisation ? 7
- (b) A premier education institution which was established before ten years had recently installed Bio-Matrix Machine to monitor the punctuality of employees. But employees are resisting this move. Suggest suitable change approaches to remove resistance. 7

OR

- (c) Describe Lewin's Change Model. 7
- (d) As an MBA student, specializing in HR and familiar with planned change management, carry out the post-mortem analysis of 'Indian Post' department for implementing change successfully. 7
3. (a) State the need for organizational development interventions. 7
- (b) Design an inter-group intervention strategy for a multinational firm—McDonalds' India, which is having its employees belonging to different ethnic groups/communities. 7

OR

- (c) Explain 'Team Intervention Strategy'. 7
- (d) Design a team intervention strategy to establish sense of belongingness amongst each member of a team working on a mission project in a pharmaceutical company to evolve a cost effective swine-flu vaccine. 7

SECTION-C

- 4. (a) What are the key competencies of an OD Practitioner ? 7
- (b) Bring out the role of MBO as an OD technique. 7

OR

- (c) What are the different OD skills ? Explain. 7
- (d) Discuss the steps involved in Organizational Development. 7

SECTION-D

- 5. An OD consultant was appointed for Mico Pvt. Ltd. Bangalore for initiating organizational development. The company has HR strength of 1054 employees. The company constituted an OD cell headed by an HR executive to liaison between the company and the consultant. While working in the project the consultant came to know about another HR executive in the company who happened to be his relative; he further came to know that his relative was due for a promotion and if the ongoing OD process is successful he would lose his chance of promotion in favour of the OD cell head. The consultant whereafter started using dilly-dally approach and also started loading for deficiencies in the style of working and co-ordination of the present OD cell head. He managed to impress upon his company of the pretext that the delay in OD process is due to the OD cell head and it is ultimately going to get more consultancy fees from its client.
 - (i) Analyse the case. 4
 - (ii) Comment on the moral responsibility and professional ethics of OD consultant. 5
 - (iii) How would you evaluate the effectiveness of this OD process ? 5