

M.B.A. (Semester—IV) Examination
ORGANIZATIONAL DEVELOPMENT AND INTERVENTION STRATEGIES
Paper—MBA/4302/OB

Time : Three Hours]

[Maximum Marks : 70

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

(2) Figures to the right indicate marks.

SECTION—A

1. (a) Explain the meaning of organizational development. Also explain why is diagnosis a very critical step in OD process and what can be the results of wrong diagnosis ? 14

OR

- (b) What are the different approaches to problem diagnosis ? Explain these approaches in detail. 14

SECTION—B

2. (a) List out and explain the different OD techniques used for individual. 7
(b) Gayatri Steels is a medium scale company and wishes to start OD cell. Company is not able to decide, either the training to employees about OD skills should be given ON the job OR OFF- the job.

You as an OD expert, suggest which method will be better and what OD skills should be developed. 7

OR

- (c) Discuss the various steps in OD. 7
(d) Mckinsey Ltd. is a globally union consultancy organization bringing about successful organizational development in many companies of repute. What idea do you have about OD competencies in general, which Mckinsey Ltd. may be using. Present them from the point of view of its appropriateness for Indian companies. 7

3. (a) What are the steps involved in OD interventions ? Discuss. 7
(b) Suggest an appropriate intervention to the following situation :

Shri Surya Ltd. is a leading manufacturing concern in the field of illumination devices such as bulbs, tubes etc. Mr. Akash is working as a marketing manager who is responsible for marketing of a wide range of company's products. Mr. Mahesh is his subordinate who is working as a product manager. In the last six months it has been observed that these two talented employees have been involved in frequent conflicts over trivial matters owing to ego problems. 7

OR

- (c) Discuss the role analysis for Team interventions. 7
(d) In a multinational company, few employees in a maintenance department are creating a problem for whole department. These employees keep complaining about each other to boss. Which intervention strategy would you suggest to integrate the department for smooth functioning ? 7

SECTION-C

4. (a) What are the ethical standards in OD ? Discuss their role in OD. 7
(b) "The future of OD is bright, but only if the field continues to evolve". Discuss. 7

OR

- (c) Write in short difference between organizational effectiveness and organizational efficiency. 7
(d) Discuss the concept and application of OD evaluation. 7

SECTION-D

5. Arya Travels is a large travel agency with an employee population of 140, having branches in five metropolitan cities : Delhi, Mumbai, Kolkata, Chennai and Hyderabad. Each branch has separate counters for rail and air reservations. The agency is known for its excellent service; over the years, it has built up good reputation and has carved out a niche for itself in travel business. In recent years, the head office in Delhi is finding it increasingly difficult to monitor the information especially on air tickets received from other centres through manual operations. To avoid delay and inconvenience to customers and improve accounting operations, the Agency is seriously thinking of introducing computers on a gradual basis. Now this move is resisted by employees working in various centres vehemently, fearing retrenchment. In spite of repeated requests from management they are planning to go on strike.
- (a) Discuss the reasons for employee resistance to change in the light of the information provided above. 7
(b) Outline an appropriate change strategy that would satisfy the expectations of both management and workers. 7