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Third Semester MBA Degree Examination, December 2010
Organizational Design and Organizational Development

Time: 3 hrs.

Max. Marks:100

Note: 1. Answer any FOUR full questions, from Question No.1 to 7.**2. Question No. 8 is compulsory.**

- 1
 - a. Define 'organization' and explain the concept. (03 Marks)
 - b. Briefly elaborate any 3 images of organizations. (07 Marks)
 - c. Explain the nature and scope of organization. (10 Marks)

- 2
 - a. Define 'organizational design'. (03 Marks)
 - b. Examine the classical symptoms of ineffective organizational designs. (07 Marks)
 - c. Explain the concept and characteristic features of horizontal and vertical differentiation. (10 Marks)

- 3
 - a. Mention any five primary distinguishing features of organizational development. (03 Marks)
 - b. Briefly elaborate the underlying beliefs in organizational development. (07 Marks)
 - c. Trace the historical growth and development of organizational development – by outlining the contribution from various people. (10 Marks)

- 4
 - a. List the critical areas of Weisboard's diagnostic framework. (03 Marks)
 - b. Briefly explain the phases of any organizational development (program). (07 Marks)
 - c. Mention the basic beliefs underlying the teams. Explain the importance of teams, in any organization. (10 Marks)

- 5
 - a. Write a short note on 'parallel learning structures'. (03 Marks)
 - b. Briefly describe the organizational areas, in which, organizational development intervention can be conducted. (07 Marks)
 - c. Examine briefly the types of organizational development interventions under 'individual' levels of the organizational development area. (10 Marks)

- 6
 - a. Mention the attributes that on organizational development practitioner brings to the organizational setting. (03 Marks)
 - b. Elaborate the factors to be considered in choosing and sequencing of organizational development activities / interventions. (07 Marks)
 - c. Define 'counseling'. Elaborate the skills involved in the counseling process. (10 Marks)

- 7
 - a. List the fundamental strengths of organizational development. (03 Marks)
 - b. Examine the implications of organizational development intervention for the client. (07 Marks)
 - c. Briefly examine the issues in consultant-client relationship. (10 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and /or equations written eg, 42+8 = 50, will be treated as malpractice.

8 Case Study:

“A UNIQUE TRAINING PROGRAM AT UPS”

Mark Colvard, a United Parcel Services manager in San Ramon, California, recently faced a difficult situation. One of his drivers asked for 2-weeks off, to help an ailing family member. But the company rules say that, this driver wasn't eligible. If Colvard went by the book, the driver would probably take the days off anyway and be fired. On the other hand, Colvard was likely to be criticized by other drivers, if he bent the rules. Colvard, choose to give the driver the time off. Although, he took some heat for the decision, he also kept a valuable employee.

Had Colvard been faced with this decision, 6 months earlier, he says he would have gone the other way. What changed his thinking, was, a month he spent living in McAllen, Texas. It was part of a UPS management training experience, called the Community Internship program (CIP). During his month in McAllen, Colvard built houses for the poor, collected cloths for the Salvation Army and worked in a drug rehabilitation center. Colvard gives credit to the program, for helping him empathize with employees facing crises back home. He says that CIP has made him a better manager. “My goal was to make the numbers and in some cases that meant not looking at the individual, but looking at the bottom line. After that one month stay, I immediately started reaching out to people in a different way”.

CIP was established by UPS in the late 1960s, to help open the eyes of the company's predominantly white managers to the poverty and inequality in many cities.

Today, the program takes 50 of the company's most promising executives each summer and bring them to cities around the country. There, they deal with a variety of problems, from transportation to housing, education and health care.

The company's goal is to awaken these managers to the challenges that many of their employees face, bridging the cultural divide that separates a white manager from an African American driver or an upper-income sub-urbanite from a worker raised in the rural south.

Questions:

- a.
 - b. Do you think individuals can learn empathy from something like a one-month CIP experience? Why or why not? (05 Marks)
 - c. How could UPS's CIP help the organization better manage work-life conflicts? (05 Marks)
 - d. How could UPS's CIP help the organization improve its response to diversity? (05 Marks)
- What negatives, if any, can you envision resulting from the CIP? (05 Marks)

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