



**NEW SCHEME**

**Fourth Semester MBA Degree Examination, July 2007**  
**Business Administration**  
**Organizational Development**

Time: 3 hrs.]

[Max. Marks:100

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

- 1 a. What is OD? (03 Marks)  
b. Write brief notes on job design, job enrichment and job enlargement. (07 Marks)  
c. Explain values, assumptions and beliefs in OD for dealing with individuals, groups and organization. (10 Marks)
- 2 a. Write a short note on T Group. (03 Marks)  
b. Explain Weisbord's (six box) model for organizational diagnosis. (07 Marks)  
c. What are the characteristics of OD? (10 Marks)
- 3 a. What is a change, first order change, second order change? (03 Marks)  
b. Explain force field analysis. (07 Marks)  
c. Explain the process of OD. (10 Marks)
- 4 a. What is OD intervention? (03 Marks)  
b. Explain action research model. (07 Marks)  
c. Explain Lewin's model of change. (10 Marks)
- 5 a. List the factors leading to resistance to change. (03 Marks)  
b. Explain systems theory. (07 Marks)  
c. Explain OCTAPACE model of climate survey. (10 Marks)
- 6 a. Write a short note on Gestalt approach. (03 Marks)  
b. Write a brief note on parallel learning structures. (07 Marks)  
c. Classify OD interventions and explain Technostructural activities. (10 Marks)
- 7 a. What are the fundamental strengths of OD? (03 Marks)  
b. What are the characteristics of an effective team? (07 Marks)  
c. Explain behavioural modeling. (10 Marks)

**8 CASE STUDY:**

General electric established its work-out process in the early 1990s. It continues to be a mainstay in GE's efforts to initiate change. In the interim years, the work-out process has also been adopted by such diverse organizations as General Motors, Home Depot, the state of West Virginia, and the World Bank.

The impetus for the work-out was the belief by GE's CEO that the company's culture was too bureaucratic and slow to respond to change. He wanted to create a vehicle that would effectively engage and empower GE workers.

Essentially, work-out brings together employees and managers from many different functions and levels within an organization for an informal three day meeting to discuss and solve problems that have been identified by employees or senior management. Set into small teams, people are encouraged to challenge prevailing assumptions about "the way we have always done things" and develop recommendations for significant improvements in organizational processes. The work-out teams then present their recommendations to a senior manager in a public gathering called a town meeting.

At the town meeting, the manager in charge oversees a discussion about the recommendation and then is required to make a yes-or-no decision on the spot. Only in unusual circumstances can a recommendation be tabled for further study. Recommendations that are accepted are assigned to managers who have volunteered to carry them out. Typically, a recommendation will move from inception to implementation in 90 days or less.

The logic behind the work-out is to identify problems, stimulate diverse input, and provide a mechanism for speedy decision and action.

**Questions:**

- a. What type of change process would you call this? Explain.
- b. Why should it work?
- c. What negative consequences do you think might result from this process?
- d. Can the CEO's dream of empowering GE workers happen?

(20 Marks)

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Fourth Semester MBA Degree Examination, Dec. 07 / Jan. 08

## Organizational Development

Max. Marks: 100

Time: 3 hrs.

Note : 1. Answer FOUR full questions from Q. 1-7.  
2. Q.No. 8 is compulsory.

- |   |                                                                                             |            |
|---|---------------------------------------------------------------------------------------------|------------|
| 1 | a. Define an Organizational Development intervention.                                       | (03 Marks) |
|   | b. State the characteristics of O.D.                                                        | (07 Marks) |
|   | c. Elucidate the values, assumptions and beliefs of O.D.                                    | (10 Marks) |
| 2 | a. Define Planned Change.                                                                   | (03 Marks) |
|   | b. Explain the types of organizational changes and triggers for change.                     | (07 Marks) |
|   | c. Explain what O.D. interventions are used to implement organizational change initiatives. | (10 Marks) |
| 3 | a. State the steps involved in O.D. process.                                                | (03 Marks) |
|   | b. Distinguish between Management Development and Organizational Development.               | (07 Marks) |
|   | c. Explain Weisbord's (six box) model for organizational development.                       | (10 Marks) |
| 4 | a. Define a system.                                                                         | (03 Marks) |
|   | b. What is empowerment? Explain the process of empowerment.                                 | (07 Marks) |
|   | c. Explain the systems theory.                                                              | (10 Marks) |
| 5 | a. What do you understand by team Work/Building?                                            | (03 Marks) |
|   | b. Explain parallel learning structure.                                                     | (07 Marks) |
|   | c. Explain the process consultation approach to change.                                     | (10 Marks) |
| 6 | a. What is Action Research?                                                                 | (03 Marks) |
|   | b. Explain third party peace making intervention.                                           | (07 Marks) |
|   | c. Explain system for management in an organization. What are its main limitations?         | (10 Marks) |
| 7 | a. Define Survey Feed Back.                                                                 | (03 Marks) |
|   | b. State the QWL programmes.                                                                | (07 Marks) |
|   | c. What are self managed teams, how they work and what are its limitations?                 | (10 Marks) |
| 8 | <b>CASE STUDY:</b>                                                                          |            |

### IT'S THE SAME STORY EVERYWHERE

Prakash hails from a hard – working, immigrant family. Right from his childhood he wanted to achieve something and acquire power for himself. Unfortunately, he could secure only a low – paid job in the assembly line in a large manufacturing firm. It is a charmless job having no promotional opportunities. Since he has to support a large family, he needed a well-paid job and all his efforts in this direction had gone waste. To blow off his steam and to relieve himself from worldly woes, he started living in a “fool’s paradise” and spent most of his days in day-dreaming. Not surprisingly, he fell a prey to drinking and other vices. After exhausting his meager financial resources, he would get depressed and start worrying about his family.

It has been a vicious circle and he wants to come out of it. Unable to bear with this miserable situation, one fine morning, he wanted to seek advice and counsel from his supervisor. But since his relationship with his supervisor is not – too – intimate, he sought help from his union leader. The union leader had listened to Prakash’s woes patiently. He told Prakash in a sympathetic tone: “There is no use working in this company. We have innumerable problems, and not a single problem is solved by management so far. The working conditions are pathetic. Our salary is too low. And let’s not talk about our benefit plans. After our contract finishes, let’s unite together and fight with management for better salary and working conditions”.

Questions :

- |    |                                                                                        |            |
|----|----------------------------------------------------------------------------------------|------------|
| a. | Analyse the nature of role conflict experienced by Prakash in this case.               | (05 Marks) |
| b. | What type of conflict resolution strategy is the union leader suggesting in this case? | (10 Marks) |
| c. | How do you advice Mr. Prakash?                                                         | (05 Marks) |

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05MBAHR447

**Fourth Semester MBA Degree Examination, June-July 2009**  
**Organizational Development**

Time: 3 hrs.

Max. Marks:100

**Note:1. Answer any FOUR full questions from Q1 to Q7**  
**2. Question No. 8 is compulsory.**

- 1 a. Distinguish between job enrichment and job enlargement. (03 Marks)  
b. Explain force field analysis model of change. (07 Marks)  
c. What is OD? Describe OD process. (10 Marks)
- 2 a. What do you mean by "change agent"? (03 Marks)  
b. What is resistance to change? Explain the factors determining resistance to change. (07 Marks)  
c. Explain person focused and role-focused OD interventions. (10 Marks)
- 3 a. What is an OD cube? (03 Marks)  
b. What are self-managed teams? Discuss the problem in implementation of such teams in the contemporary organizations. (07 Marks)  
c. Describe any four training based OD interventions. (10 Marks)
- 4 a. What is action research? (03 Marks)  
b. Explain the characteristics of OD. (07 Marks)  
c. Describe QWL programmes. (10 Marks)
- 5 a. What do you mean by 'OD' intervention? (03 Marks)  
b. Describe the components of a day-long confrontation meeting. (07 Marks)  
c. Explain parallel learning structures. (10 Marks)
- 6 a. What is organization mirror? (03 Marks)  
b. Explain various dimensions to be considered in the organizational diagnosis. (07 Marks)  
c. Describe process consultation as an organizational change strategy. (10 Marks)
- 7 a. Explain the concept of re-engineering. (03 Marks)  
b. Describe third party peace making interventions. (07 Marks)  
c. Write short notes on:  
i) Gestalt theory.  
ii) Grid OD. (10 Marks)

## 8 CASE STUDY:

Beacon Appliances Ltd. (BAL), a giant size company, was set up in 1969 as a family owned enterprise, by Gobindbhai, a migrant from Gujrat. At that time, the product range manufactured at the vikhroli plant, included toasters, electric kettles, irons which were all sold under the brand name 'Beacon'. By 1980, BAL had established itself as the NO.2 player, with a 15 percent share of the appliance market while its arch rival, Avon Electric Appliances, had 20 percent share of the market. In the mid-eighties, Gobindbhai's son, Jayant Mehta, 33 years of age, joined the family business and started looking after the Appliance line with Gobindbhai concentrating on diversification. Gobindbhai passed away in 1994. In the meantime, Avon appliances, though technical collaboration with a British firm, intensified their marketing drive. In order to counteract Avon's move, BAL entered into a technical tie-up with a French firm. BAL launched a wide range of premium products like microwave ovens, steam irons, hair dryers and electric shavers, and the products gained ground in the metros. The turnover rose from Rs.47 crores in 1980-81 to Rs.246 crores in 1995-96 to Rs.339 crores in 1996-97.

Although the company had an image of good quality products with an established brand, Jayant Mehta was worried on account of two things, mainly i) Firstly, the declining trend in the growth of the sales volume coupled with falling gross profit ii) The high cost of operation at the vikhroli plant. However, he handled the whole situation at his individual level, and never took other people in the organization into confidence despite their loyalty to the organization.

Sometime in 1997, Jayant Mehta suddenly got attracted to the idea of going in for a major restructuring programme. He was partly influenced by what he had heard of the need for restructuring the organization, and partly, by a reference to the concept of 'BPR' (Business Process Reengineering) during the course of conversations with other corporate executives. He thought that perhaps this was the magic wand that could turn BAL into the No.1 player. He engaged a consulting firm to undertake the restructuring exercise.

After an in-depth study, two options were presented to Jayant Mehta: i) To undertake a cost reduction exercise at the Vikhroli plant including a voluntary retirement scheme, and ii) Closure of the appliance manufacturing at Vikhroli, paving the way for outsourcing. Jayant adopted the second option, and entrusted the implementation task to the consultants. They selected three vendors and appointed three production engineers from the existing staff to serve as business managers, to be stationed at the vendor's premises to monitor and ensure that the products supplied by them conformed to the quality norms laid down by BAL.

While the BPR process was on, Jayant called for the consultants and said: "In a couple of weeks, your team would finish the project and leave. I get the nagging feeling that there are still some loose ends". His apprehensions were:

- i) This was entirely a new way of doing business, and BAL did not have the managerial skills necessary to handle third party activities.
- ii) BPR was 'being pushed through the company too aggressively, and the existing staff had become passive members of the organization, in the process.
- iii) The results would entirely depend on change, in the people's mindset, within the organization.

Read the above case carefully, and answer the following questions:

- a. Was the decision to go in for BPR justified? (04 Marks)
- b. Which alternative should have been tried first? (04 Marks)
- c. Was the restructuring plan of the organization pushed through too aggressively without considering the people factors? (04 Marks)
- d. Was the decision to implement the scheme through the consulting firm a wise one? (04 Marks)
- e. What remedial measures, in your opinion, are called for? (04 Marks)

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08MBAHR447

**Fourth Semester MBA Degree Examination, May/June 2010**  
**Learning and Development**

Time: 3 hrs.

Max. Marks:100

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

- |   |                                                                                                                                                                                               |                                        |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| 1 | a. Define learning.<br>b. What are the basic principles of learning?<br>c. Explain the learning cycle in detail.                                                                              | (03 Marks)<br>(07 Marks)<br>(10 Marks) |
| 2 | a. What is the relationship between training and learning?<br>b. What are the forces influencing working and learning?<br>c. Explain training need assessment.                                | (03 Marks)<br>(07 Marks)<br>(10 Marks) |
| 3 | a. What does training design refer to?<br>b. What are the organizational environments encouraging training transfer?<br>c. Explain the implementation of training programs.                   | (03 Marks)<br>(07 Marks)<br>(10 Marks) |
| 4 | a. What are hands – on methods?<br>b. What are the features of intelligent tutoring systems?<br>c. Discuss the advantages of E – learning.                                                    | (03 Marks)<br>(07 Marks)<br>(10 Marks) |
| 5 | a. What is training evolution?<br>b. What are the reasons for evaluating training?<br>c. Discuss various types of evaluation designs.                                                         | (03 Marks)<br>(07 Marks)<br>(10 Marks) |
| 6 | a. Differentiate between training and development.<br>b. What are the different approaches to employee development?<br>c. Explain the steps of employee development planning process.         | (03 Marks)<br>(07 Marks)<br>(10 Marks) |
| 7 | a. Name the stages of career development.<br>b. What are the roles of employees, managers and HRD in career management systems?<br>c. What does the future hold for learning and development? | (03 Marks)<br>(07 Marks)<br>(10 Marks) |

**8 CASE STUDY :**

Of the two training colleges of SBI, one caters to the needs of officers and the other, for the staff. Training for clerical staff is arranged in two phases. Firstly a clerk is sent for an induction course, within 6 months of joining the bank. Afterwards specialized programs on loans, foreign exchange, bills and agricultural finance are arranged for senior clerks with more than three years experience.

One such specialized course on foreign exchange for clerks was being conducted at SBI's centre at Hyderabad. On the very first day of the training program, just after introducing sessions, some trainees, instead of attending classes, kept on viewing the world cup cricket match on television.

The chief instructor, Dr. Murthy advised the trainees to attend the class and asked a peon Mr. Jagan, not to allow anybody to operate the television between 10Am and 5Pm. On the second day of the program, semifinal of world cup between India and Pakistan was being played. Some trainees requested to reschedule the classes from 7AM to 10AM and again from 5PM to 8PM to enable them to view the cricket match on TV. Dr Murthy got angry and asked the trainees to attend the classes and asked the staff to switch of the TV. Some trainees asked for casual leave, which was declined, because, as per the head office instructions, no leave (except on medical grounds) could be sanctioned to a trainee. This led to the heated discussions between a trainee and Dr. Murthy. Thereafter the trainee attended the classes.

In the afternoon. Prof. Ghori, an eminent professor of a prestigious institute came as a guest speaker to deliver 2 lectures on "Non Resident Accounts". His first session passed off peacefully. After the tea break, he started his next session, but within 5 minutes he came out and went to Dr. Murthy's cabin and shouted. "Had I known that this would happen, I would never have come to deliver lectures in such a program. These trainees are more interested in cricket match than the lectures. In fact, I also wanted to view the match but to honor my commitment; I came to take the class". Dr. Murthy was taken aback and anxiously asked Prof. Ghori, what has gone wrong? Prof. Ghori said "As the session began, some trainees in the class were listening to the running commentary on transistors. I reprimanded them a number of times but they did not care. When I asked them point – blank, whether they were interested in cricket match or lecture, they replied that they were interested in cricket match. Dr Murthy felt sorry and requested Dr Ghori to continue the class. He also said, "You know Prof. Ghori, in the program of Sr clerks sometimes this happens. They are frustrated because they have not been promoted. Moreover, many of them take it as paid leave travel concession and they know that after going back they are not going to work on the job for which they are being trained. Because of all this, they are not much interested in training". Prof Ghori retorted, "we also conduct programs for the junior level. But I shall never tolerate this kind of indiscipline in our institute. I would have these trainees back to their place of posting. You have prepared for this specific exercise for 4-5 hrs and they are not bothered at all. I am sorry, I cannot teach such trainees".

In the meantime, the trainees assembled and approached Dr. Reddy. One the faculty members was also present. One trainee told Dr. Reddy, "When the session started Prof. Ghori himself enquired about the score. We took it that he was also interested in match, and the match was in the climax position. We casually remarked that we were more interested in the match. However we did not have any intention to insult Prof. Ghori.

### Questions :

- a. Do you think Prof. Ghori should have been briefed about the earlier incident and why? (05 Marks)
- b. How can you use the principles of adult learning theory to solve this problem? (05 Marks)
- c. Comment on the training needs assessment done before designing this training program. (05 Marks)
- d. How is the work environment climate in SBI for transfer of training? How can it be improved? (05 Marks)

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