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12MBAHR447

**Fourth Semester MBA Degree Examination, June/July 2014**  
**Organization Development and Change**

Time: 3 hrs.

Max. Marks: 100

**Note:** 1. Answer any **THREE** full questions from Q.No.1 to 6.  
2. Q.No. 7 and 8 are compulsory.

- 1 a. Define OD. (03 Marks)  
b. State and explain the differences between internal and external consultants. (07 Marks)  
c. Explain the types of change. (10 Marks)
- 2 a. What is strategic planning? (03 Marks)  
b. Explain the positive model of change. (07 Marks)  
c. What are applications of OD in family business systems? (10 Marks)
- 3 a. What is work life balance? (03 Marks)  
b. Briefly explain the individual level diagnosis within an organization. (07 Marks)  
c. Explain the role and career paths of OD professionals. (10 Marks)
- 4 a. What is downsizing? (03 Marks)  
b. Explain the properties of open systems model. (07 Marks)  
c. Trace the history of OD. (10 Marks)
- 5 a. What is coaching? (03 Marks)  
b. State and explain the measures to control business cycles. (07 Marks)  
c. Explain process oriented strategies. (10 Marks)
- 6 a. Who is an OD practitioner? (03 Marks)  
b. What is organization confrontation meeting? What are the steps involved in organization confrontation meeting? (07 Marks)  
c. What are the guidelines for the successful implementation of OD interventions? (10 Marks)
- 7 a. "Ever changing conditions pose a formidable challenge to organizations". State the various factors both internal and external that force the organization to bring about a change. (05 Marks)  
b. OD consultant performs a variety of roles within an organization. Identify what roles an OD consultant assumes in the following situation:  
When the project needs ongoing trust, commitment and participation of clients and working to address complex problems. (05 Marks)  
c. Identify what roles an OD consultant takes in the following situation: when an individual is troubled and wants to maximize an individuals learning from experience. (05 Marks)  
d. Identify what roles an OD consultant takes in the following situation: When the project needs knowledge that is highly specialized like installing computers, conducting market research. (05 Marks)

8 Mr. Ajay got promotion last year and has been posted as foreman in a production shop. Before his promotion to the management cadre, he had been a supervisor for four years. His work on that job had been considerably outstanding. It may be recalled that Ajay joined the company as a trade apprentice. He did well in his training and in his subsequent jobs. He rose to the job of a supervisor in about six years. His human relations were generally good. His colleagues had wished him well on his promotion.

To improve the working of his shop, Ajay introduced some changes in his shop. He re-allocated the responsibilities of his supervisors and changed the shifts and machines of some operators. He thought that this change would improve the working of his shop. However, from that time onwards Ajay began to have trouble as a foreman. His gave him the silent treatment. The operators seemed to make mistakes even in simple things. Everyday there was a machine shutdown. By the end of the quarter, Ajay's workshop was showing the poorest production record in the whole of plant.

- a. Bring out the main features of this case. (05 Marks)
- b. What do you think has gone wrong? (05 Marks)
- c. Did Ajay make a mistake by introducing the changes? Justify. (05 Marks)
- d. If you were Ajay, what would you do to get the things right? (05 Marks)

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