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**Fourth Semester MBA Degree Examination, June/July 2015**  
**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 organizational development. (03 Marks)  
b. Explain briefly the characteristics of OD. (07 Marks)  
c. Briefly discuss the classification of OD interventions. (10 Marks)
- 2 a. What is organizational change? (03 Marks)  
b. Explain different types of change. (07 Marks)  
c. Briefly explain the process of OD. (10 Marks)
- 3 a. What is OD intervention? (03 Marks)  
b. Explain Kurt Lemin's model of planned change. (07 Marks)  
c. Explain techno-structural approach to OD. (10 Marks)
- 4 a. What is coaching? (03 Marks)  
b. Explain third party peacemaking interventions. (07 Marks)  
c. Describe briefly the action research model. (10 Marks)
- 5 a. Who is an OD practitioner? (03 Marks)  
b. Discuss the ethical violations in OD consulting. (07 Marks)  
c. Why do employees resist change? Explain the strategies to overcome the resistance to change. (10 Marks)
- 6 a. What is business process re-engineering? (03 Marks)  
b. Briefly explain employee involvement intervention. (07 Marks)  
c. "Quality management and OD compliment each other". Elucidate. (10 Marks)
- 7 Assume that you are appointed as HR manager of X company. There are around 500 employees and 8 departments you find that there are a lot of inter group conflicts.  
a. What type of conflict solving interventions do you suggest? (10 Marks)  
b. Mention some group based interventions which would strengthen team spirit. (10 Marks)

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**CASE STUDY**

**Rapid Innovation**

A ductile iron pipe factory operates in Bidar, Karnataka, India. It is a joint venture between a famous Indian and Japanese company. This factory is run by Japanese managers and supervisors. They have provided technology, set up the plant, run the operations on a day to day basis and guide the Indian workers, supervisors and manager too.

Ever since the Japanese installed their plant three years ago, productivity never went beyond 50% of the related capacity and quality rejections hovered around 10%, which they wanted to bring down below 5% level. In spite of employing their famous quality tools plus a mix of TPM and TQM approach for three years, neither productivity nor quality improved by even 1%, OD practitioner applied rapid innovation to increase productivity and reduce quality rejections.

**Questions:**

- a. Is rapid innovation an ideal intervention to increase productivity? If yes, how? (05 Marks)
- b. What steps are to be followed to apply rapid innovation as an intervention? Briefly explain each step. (10 Marks)
- c. What are the expected outcome of rapid innovation? (05 Marks)

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