

**Code: 14E00405**

MBA IV Semester Regular & Supplementary Examinations May 2018

**ORGANIZATION DEVELOPMENT**

(For students admitted in 2014, 2015 & 2016 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

\*\*\*\*\*

**SECTION – A**

Answer the following: (05 X 10 = 50 Marks)

- 1 Trace out the evolution of organization development as a discipline and profession.  
**OR**
- 2 State the distinctive characteristics of organization development.
- 3 Examine the benefits of third wave management as part of organizational transformation.  
**OR**
- 4 Discuss the role of an organizational development practitioner.
- 5 Explain any three models of organizational diagnosis.  
**OR**
- 6 Enumerate different types of action research. State the merits and demerits of action research.
- 7 Define T-groups. Discuss about inter-group team building and self-managed team development.  
**OR**
- 8 Write briefly about the following:
  - (a) Organizational mirroring.
  - (b) Life and career planning.
- 9 Outline the likely changes in OD consultancy in the next five years.  
**OR**
- 10 Explain the OD challenges in the global context.

**SECTION – B**

(Compulsory Question)

01 X 10 = 10 Marks

11 **Case study:**

The Trinitron TV, transistor radio, Walkman, and VCR are the stuff of time capsules nowadays, but not long ago they were cutting-edge technology. Japan was at the pinnacle of the home consumer electronics industry from the 1970s to the 1990s, introducing new innovations to the world each year. Now those same Japanese firms are at the back of the pack and struggling to stay in the game. Japanese electronics production has fallen by more than 41 percent and Japan's global market share of electronics goods and services has decreased by more than half since 2000. Sony, for example, hasn't earned a profit since 2008. What happened? The simple answer is failure to innovate. While firms outside Japan pioneered digital technology and conquered the Internet, Japanese firms stuck to semiconductors and hardware. But the deeper issue is the refusal of Japanese managers to adapt to the global environment and change their organizations accordingly.

Contd. in page 2

For instance, Sony mastered the technology needed for a digital music player years before Apple introduced the iPod in 2001, but its engineers resisted the change. Sony's divisions would not cooperate with one another fast enough to compete in this market or in the new market for flat-screen TVs. Even now, Sony has not managed to change its organization to reflect current global thinking in the industry. For instance, it and other Japanese firms make a larger number of products than most of their global competitors. Former Sony executive Yoshiaki Sakito said, "Sony makes too many models and for none of them can they say 'This contains our best, most cutting-edge technology.'" Apple, on the other hand, makes one amazing phone in just two colours and says, "This is the one." For Japanese electronics companies to survive, they must change. They were once able to structure their organizations around abundant, inexpensive labour to keep costs down and prices competitive, but that's no longer the case. One complicating factor is that Japan is an ancient country of many traditions, with a low birth rate and an aging population, so there will be an increasing shortage of workers. The country's culture will make it even more difficult to realign to globalization. It now must change to foster innovation, which may involve a cultural as much as an organizational transformation.

**Questions:**

- (a) What made the Japanese electronics industry initially successful?
- (b) How does a corporation such as Sony fundamentally differ from one like Apple?
- (c) Where might Japanese organizations outsource production to remain competitive in today's markets?

\*\*\*\*\*

Code: 14E00405

MBA IV Semester Supplementary Examinations November/December 2017

**ORGANIZATION DEVELOPMENT**

(For students admitted in 2014 & 2015 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

\*\*\*\*\*

**SECTION – A**

Answer the following: (05 X 10 = 50 Marks)

- 1 Organizational development is all about change. Explain how OD practices helps in bringing about change in the organization.  
**OR**
- 2 Explain the operational goals of OD with suitable examples.
- 3 Discuss the foundations of OD and detail the various fields having contribution in OD.  
**OR**
- 4 Examine the models of organizational transformation.
- 5 “Diagnosis is a cyclical process in organization development”-Outline the diagnostic process in brief.  
**OR**
- 6 Elucidate action research process and brief how it supplements OD.
- 7 Discuss intergroup interventions. What are the various steps involved in intergroup interventions.  
**OR**
- 8 Describe how and when T-group method can be used as an OD intervention. Support with example.
- 9 How can corporate services improve the results of organizational development consulting? Explain.  
**OR**
- 10 OD by its nature is political – Critically evaluate this statement focusing power and politics in OD.

**SECTION – B**

(Compulsory Question)

01 X 10 = 10 Marks

11 **Case study:**

The personnel office of Vijay chemicals limited informed the middle managers through a circular that a group of consultants would be calling on them later in the week to provide training on team building. The consultants would be emphasizing on how to develop team work and to build inter group relationships throughout the company. The information also contained the approach to be adopted by the consultants and explained the five-step process of team building: Problem sensing, examining differences, giving and receiving feedback, developing interactive skills, and follow up actions.

The circular also included a note on the utility of team building in organizational effectiveness. On receiving the circular, middle managers, felt tensed as they thought team building as an exercise involving a lot of hocus-pocus as they experienced in sensitivity training exercises in which participants used to attack each other and let out their aggression by heaping abuse on those disliked. Therefore, the managers felt that the consultants were not needed for team building. One of the managers commented, ‘now that as we understand what is involved in team building we can go ahead and conduct session ourselves. All we have to do is to choose a manager who is liked by everyone and put him in the role of change agent or consultant. After all, you really do not need high priced consultants to do team building stuff. You just have a good feel for human factor’. The other managers generally agreed. However, the corporate personal director turned down their suggestion and proceeded with his original programme of hiring consultants

**Questions:**

- (a) Why did middle managers show resistance to team building approach of organization development?
- (b) Do you think the managers had accurate view of team building concept and role of external consultant in that?
- (c) Did corporate personal office sell the concept of team building and its usefulness properly to middle managers? What actions should the department have taken?

\*\*\*\*\*

**ORGANIZATION DEVELOPMENT**

(For students admitted in 2014 & 2015 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

\*\*\*\*\*

**SECTION – A**

Answer the following: (05 X 10 = 50 Marks)

- 1 Analyze the characteristics of organizational development as a means of managing change in an organization.
- OR**
- 2 Explain the humanistic, optimistic and democratic OD values and their implications.
- 3 Elucidate first order and second order change in the foundations of OD.
- OR**
- 4 Elaborate your views as an OD consultant of a manufacturing unit in choosing a model for organizational transformation.
- 5 Enumerate the various diagnostic models of organization development.
- OR**
- 6 Explain the interrelationship between action research and organization development.
- 7 What do you understand by team interventions? Explain the various types of team interventions with example.
- OR**
- 8 OD is an application of behavioral science – comment.
- 9 Brief the managerial implications of power and politics in organization development.
- OR**
- 10 Analyze the future of OD in constantly changing organizational, political and economic environment.

**SECTION – B**

(Compulsory Question)

01 X 10 = 10 Marks

11 **Case study:**

An HR Director in Jeeva Corporation Ltd., asked an OD consultant to help resolve conflict between the HR and Finance departments. While acknowledging that personality differences existed between the two Dept. Heads, the conflict also involved several team members in each department. The groups needed to interact on a variety of projects and poor communication was impacting morale and productivity. The consultant interviewed each Director to understand their perspective about the conflict. He also interviewed a couple of key team members from each department. To gather further advance information for the meeting, he developed a short online survey for the two groups. Each person was asked to assess their group's performance and the performance of the other group on various communication topics. They were also asked to describe how they viewed themselves, how they viewed the other group, and how they felt the other group viewed them.

Contd. in page 2

The data from the mini survey was summarized and sent to members of both teams a couple of days prior to the meeting. The full day workshop began with a two-hour, communications workshop with all department members. This helped people understand that all the preferences are needed to obtain best results and to appreciate the different preferences of their peers and leaders. The consultant gave them information about how to communicate effectively with different types. The rest of the morning was spent reviewing the result of the survey and breaking into small, action planning teams with HR and finance represented on each team. The groups were asked to look at the data from each group's perspective and then develop some specific plans to improve communications. The morning session was closed out by reassembling the entire group and asking each person to share something they personally planned to do to help improve future communications.

In the afternoon, the consultant met for a coaching session with just the two Directors. The survey data was reviewed with them and the morning workshop debriefed. The Directors were also asked to talk honestly about what their personal contributions to the conflict issues were and to brainstorm ways that they and the two groups could begin to improve their inter-group communications. The feedback on the workshop from the team members and the Directors was very positive. They felt that the honest discussions about communication issues would help them improve. The consultant checked back with the Directors two months after the workshop and they indicated that inter-group communications had improved dramatically. They were pleased that each group's perceptions of the other group were now more positive as were their own understanding of each other.

**Questions:**

- (a) What is the actual problem with the two departments?
- (b) As a management consultant, how would you face this situation?

\*\*\*\*\*

Code: 14E00405

MBA IV Semester Supplementary Examinations November 2016

**ORGANIZATION DEVELOPMENT**

(For students admitted in 2014 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

\*\*\*\*\*

**SECTION – A**

Answer the following: (05 X 10 = 50 Marks)

- 1 Explain the benefits of organization development (OD) to organizations.  
**OR**
- 2 Discuss the implications of OD values and assumptions.
- 3 Explain how second generation OD has main focus on organizational transformation.  
**OR**
- 4 Describe the contribution of behavioral science to the foundations of OD.
- 5 Define action research. Explain action research models for OD.  
**OR**
- 6 Explain the approaches to organizational diagnosis. What are the benefits of diagnostic process?
- 7 What are T-groups? Explain inter-group team building and self-managed team development.  
**OR**
- 8 Write briefly about the following:  
(i) Third party peacemaking intervention. (ii) Behaviour modeling.
- 9 Discuss the factors that have led to changes in OD.  
**OR**
- 10 Summarize the fundamental strengths of OD.

**SECTION – B**

(Compulsory Question)

01 X 10 = 10 Marks

11 **Case study:**

**Motivation culture at Tata Telecom.**

Tata Communications Limited (TCL), a leading global communications and enterprise IT service provider is a part of the \$ 83.3 billion Tata companies. It owns and operates the world's most advanced subsea cable network, delivering first class infrastructure, enterprise solutions and partnerships to carriers and businesses worldwide. It has offices in more than 80 cities across 31 countries. It strives to ensure a happy and motivated work culture for its employees.

**Values:**

Tata communications is guided by a commitment to ethical and responsible conduct exemplified by the following values:

- Integrity: Do business fairly, with honesty and transparency.
- Understanding: Show caring, show respect, compassion and humanity for our colleagues and customers.
- Flexibility: Support customers and people with adaptive thinking and action.
- Excellence: Achieve the highest possible standards in day-to-day work and in the quality of the goods and services.
- Unity: Build strong relationships based on tolerance, understanding and mutual co-operation.
- Responsibility: Continue to be responsible, sensitive to the countries, communities and environments in which we work.

Contd. in page 2

**Talent Management:**

At TCL, the manpower acquisition goal is to hire people for various positions from within or with the reference of employees.

- Internal Job posting program: At TCL, employees can apply for any position open in any of the 40 countries. They can apply either before or concurrent with the consideration of external candidates for employment. The program aims at employee career growth as well as an increase in their engagement levels.
- Employee referral program: The company believes that its employees can aid in helping find the right talent. Because they are well aware of the work culture, ethics and roles, they shall consider them while referring new candidates.

**Welfare Image:**

As a member of Tata group, the company is viewed as a welfare company. It is the Tata's, who were the first to introduce employee welfare rules, ahead of the laws.

Some of the provisions are:

- Free annual health check up to those who are 40 years and above.
- Families in the health insurance program covers employees and their parents and or parent-in-law.
- APEX (achieving personal excellence) program for alleviating stress, maintain work life balance self-management and leadership skills.

**Employee development:**

TCL strives to create a culture where people are encouraged to learn, develop new skills and grow.

- Learning management system: Through this program employees can choose more than 1000 programs to participate in.
- Career action plan: For each top performer, a unique and customized career action plan is developed to develop him or her for one or more future roles.
- Leadership development programs: Employees can also participate in this program offered by Tata Management and training centre.
- Training calendar: When it comes to employee development, TCL has a quarterly training calendar. It focuses on development of management, career and different types of skills.

**Employee recognition and rewards:**

The senior management of TCL has an open door policy. Employees requiring help or advice can always approach their senior for guidance. Several programs, such as 'Rewards and Recognition Program' for recognizing good performers and 'Pro Club' to celebrate achievers are set up. The top 1% performers receive the most coveted Pro Club award. They are taken on all-expense paid trip to an exotic location along with other winners and the team of senior executives.

People strategy integrated with business strategy:

TCL is building people strategy as a part of business strategy. Employee engagement program is used to demonstrate company strategy, derive the leadership programs and facilitate performance management. Informal approaches are used to establish openness and a sense of working towards common company goal and objectives, together, as a team.

**Questions:**

- (a) Examine the steps taken by TCL to create a motivating culture.
- (b) Evaluate the effectiveness of the measures taken and suggest measure for creating right culture of motivation.

\*\*\*\*\*