

**ORGANIZATION DEVELOPMENT**

(For students admitted in 2017 & 2018 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

\*\*\*\*\*

**SECTION – A**

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

- 1 (a) Explain the assumptions and values of organizational development.  
(b) Discuss in detail Kurt Lewin model of planned change.

**OR**

- 2 Enumerate the essentials of organizational development. What are the characteristics of organizational development?

- 3 (a) Explain each phases of organizational development.  
(b) Discuss third wave management.

**OR**

- 4 What are the importances of organizational transformation? Write a brief note on parallel learning structure.

- 5 (a) What are the steps in diagnosis? Explain.  
(b) Discuss the significance of action research.

**OR**

- 6 How does action research help in developing organization? Explain the process of action research.

- 7 Explain structural intervention. Discuss various types of intervention.

**OR**

- 8 (a) Describe third party peacemaking activity.  
(b) Discuss briefly about behavior modeling.

- 9 Discuss briefly on system ramification.

**OR**

- 10 Discuss about the contemporary issues related to organizational development.

**SECTION – B**

(Compulsory question, 01 X 10 = 10 Marks)

11 **Case Study:**

The middle managers of a large firm were told by the corporate human resources office that a group of consultants would be calling on them later in the week. The purpose of the consultants' visit would be to analyze inter-functional relations throughout the firm. The consultants had been very effective in using an OD intervention called team building.

Contd. in page 2

Their particular approach used six steps. When their approach was explained to the managers, a great deal of tension was relieved. They had initially thought that team building was a lot of hocus-pocus, like sensitivity training, where people attack each other and let out their aggressions by heaping abuse on those they dislike. By the same token, these managers generally felt that perhaps the consultants were not needed. One of them put it this way: "Now that we understand what is involved in team building, we can go ahead and conduct the sessions ourselves. All we have to do is to choose a manager who is liked by everyone and put him or her in the role of the change agent/consultant. After all, you really don't need a high priced consultant to do this team-building stuff. You just have to have a good feel for human nature." The other managers generally agreed. However, the corporate human resources director turned down their suggestion. He hired the OD consultants to do the team building.

**Questions:**

- (a) Bring out the main features of this case.
- (b) What is a team building approach to organization development? Do you think the managers had an accurate view of this OD technique?
- (c) Do you think that the managers had an accurate view of the role of external consultants?
- (d) What will be your plan of action in the situation?

\*\*\*\*\*

**Code: 17E00405**

MBA IV Semester Supplementary Examinations November/December 2019

**ORGANIZATION DEVELOPMENT**

(For students admitted in 2017 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

\*\*\*\*\*

**SECTION – A**

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

1 Discuss the assumptions and beliefs in organizational development.

**OR**

2 Explain the ethical issues in organizational development.

3 What is third wave management? Explain its role in O.D.

**OR**

4 What is systems outlook? Explain in brief with examples.

5 Discuss the scope and significance of action research.

**OR**

6 What is diagnostic research? Discuss its procedure.

7 Discuss the classification of O.D interventions.

**OR**

8 What is career planning? Explain the determinants of career planning.

9 Discuss the future of O.D in brief.

**OR**

10 Explain the role of power politics in O.D.

**SECTION – B**

(Compulsory question, 01 X 10 = 10 Marks)

11 **Case Study:**

The personnel office of Prasant 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 organisational effectiveness. On receiving the circular, middle managers, felt tensed as they though 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 dislike.

Contd. in page 2

**Code: 17E00405**

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! 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?

\*\*\*\*\*

**Code: 17E00405**

MBA IV Semester Regular Examinations May 2019

**ORGANIZATION DEVELOPMENT**

(For students admitted in 2017 only)

Time: 3 hours

Max. Marks: 60

**SECTION – A**

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

\*\*\*\*\*

- 1 Discuss the characteristics and significance of organizational development.
- OR**
- 2 Define ethics. What are the ethical issues involved in organizational development?
- 3 Explain the foundations of organizational development.
- OR**
- 4 Write the factors influencing organizational transformation?
- 5 Discuss the importance of action research.
- OR**
- 6 Discuss the steps in diagnostic process.
- 7 What are the functions of T-groups?
- OR**
- 8 What is career planning? Explain the determinants of career planning.
- 9 Discuss the contemporary issues related to organizational development.
- OR**
- 10 Explain the role of power politics in organizational development.

**SECTION – B**

(Compulsory question, 01 X 10 = 10 Marks)

11 **Case Study:**

Columbia Broadcasting System (CBS) is one of the three major communication networks in America and is involved in television radio records, books and magazine publishing. All major corporate decisions are made by the board of directors, which decides the fate of millions of dollars and thousands of jobs, careers and reputations. With so much at stake, corporate politics plays a very important role in making decisions. Such political play is indicated by a major top level shake-up in the company in 1986. The story of this shake down began earlier.

During 1980, the company has 'Hired Thomas Wyman as Chief Operating Office (CEO). Three years later in 1983, because of some economic setbacks and personality conflicts, the board of directors forced Paley out of the Chairman's position and appointed Wyman as the Chairman. This was a big blow to Paley who had started the company and had brought it up to be one of the major media leaders in the country. Unfortunately he could not anticipate the political ploy played by Wyman and, his supporters in the board.

Contd. in page 2

From 1983 to 1986, when the big shake up occurred, CBS went through a number of significant events affecting its operations and future. For example, in 1985, a group of entrepreneurs showed its interest in buying the company. On that speculation, the company stock value rose and a number of financial investors made bids for the company. Among these bidders was Ted Turner, who currently owns CNN, the news channel. Turner expressed his desire to focus purely on broadcasting business and sell off other entities such as records, books and magazine publishing. None of these bids materialized and CBS started slipping in its stock price and doing poorly financially.

Another bidder Laurence Tisch bought about 25 per cent of the company stock in 1985 and by virtue of his portfolio, he was appointed to be a member of the board of directors.

On the fateful day of September 10, 1986, in a board meeting, William Paley, who was still a member of the board, tried unsuccessfully to remove Wyman as Chairman of the company. Wyman had appointed some board members who supported him along with some other. However, remove Wyman as Chairman of the company. Wyman had appointed some board members who supported him along with some other. However, Wyman was afraid that either Tisch or some other group unfriendly to him might make an offer to CBS that would be acceptable and he might find himself in- a hostile environment. With that fear in mind, Wyman played his card. He announced that Coca Cola company was willing to buy CBS.

This statement stunned the entire board as none of the members knew anything about it. The company had been fighting to remain independent since the first bid and now Wyman was asking the board to- consider selling the company to Coca Cola whose leaders were known to be friendly with Wyman. Since none of the board members knew of this offer prior to the announcement by Wyman, this made them suspicious that Wyman was negotiating with Coca Cola behind their backs. They could not know whether this offer was real or simply a political ploy by Wyman, since he did not bring any concrete evidence to support his claim, or any other paper suggesting a solid commitment by Coca Cola, at the meeting.

The move cost Wyman his credibility and integrity and the board became highly suspicious of his motives. Both Tisch and Paley refused to consider the offer and many other board members joined them. Wyman was forced to resign and the board asked Tisch to act as CEO and Paley returned to his position as Chairman. Soon after, CBS started selling its records, books and magazine publishing business, which interestingly enough was the focus of Ted Turner who was one of the original bidders but failed to buy the company. As a post script to this meeting, it may be noted that Tisch consolidated his position as CEO of the company and was in solid and total control of CBS within two years of the shake upon September 10, 1986.

**Questions:**

- (a) What type of power and politics you think both Paley and Wyman were in play in the final shake up at CBS?
- (b) Do you think the various bids to buy CBS in 1985 were real or could they have been manipulated by vested interests to raise the stock price of the company?
- (c) Given the later information that Tisch came in firm control of the company within two years of this shake up, do you think that Tisch was playing silent politics all along.

\*\*\*\*\*