

September 2014

Master of Business Administration (MBA) Examination
IV Semester

Organisational Development

Time : 3 Hours]

[Max. Marks : 80

Note: *There are two sections A and B. Section A carries 60 marks. It has seven questions, attempt any four questions. Each question carries equal marks. Section B is case study, which is compulsory and carries 20 marks.*

Section A

1. Define and differentiate assumptions, values, beliefs with illustration. What is the role of these elements in organisational development ?
2. What is Action Research ? How it contributes in the process of organisational development ? Explain with example.
3. The power and politics are organisational behavioural attributes then why there are retained in the Organisational Development ?
4. What do you mean by Organisational Development Intervention? How it is different than strategy? Briefly discuss various types of interventions.
5. Compare the Process Model and Open System Model of Organisational Development.
6. Discuss emerging trends in Organisational Development. What kind of role it would play in future organisations ?
7. Write short notes on any two of the following :
 - (a) Consultant-Client Relationship.
 - (b) Turbulence and Change Management.
 - (c) Depth of Intervention.

Section B

8. Analyse the case and answer the questions given at the end :

OD EFFORT IN BHEL, BHOPAL

Organisation Development adopted in this company is through six phases :

1. Phase I : September 1976 to December 1977

Problem identification workshop for senior executives was held and the issues identified were:

- (i) Site problems due to failure of our equipment.
- (ii) Fall in labour productivity due to withdrawal of the incentive scheme.

- (iii) Communication gap between Management and Employees.
Action Steps were to hold training programmes :
- (a) To update engineering knowledge of engineers.
 - (b) To improve quality and to develop quality awareness among various levels of our employees.
 - (c) To acquaint and familiarise customer's operative and maintenance staff with our products, their manufacture, their maintenance problem, etc.

2. Phase II : January 1978 to March 1980

15 interactions of various levels of our employees with an outside Consultant was brought, by a second type of diagnostic interventions.

The problems identified were :

- (i) Communication gap between employees and management.
- (ii) Lack of human concern and recognition.
- (iii) Faulty personnel policies and dysfunctional role of personnel department.
- (iv) Poor and work decision-making characterised by adhocism.

Lack of team work and cooperation and interpersonal and interdepartmental conflict were also seen as major hurdles to effective functioning of the organisation.

3. This led to the Following Action Steps Rather Than Training Interventions

- (i) Management Employee Communication Meetings for bridging the communication gap and developing better understanding.
- (ii) Behavioural science oriented programmes for heads of divisions and supervisors for creating awareness and social skills for elective interpersonal relationships.
- (iii) Programme for personnel executives to change the attitude and their perceived dysfunctional role.
- (iv) Change of cadre programme for all promotees.
- (v) Development of faculty resources in the training department to cope with the increasing emphasis on training in behavioural science-oriented programmes.

4. Perceived Benefits of the Effort

As a result of intensive training and multi-dimensional interventions, a vague sense of change for the better was experienced.

It was this time that decision to conduct a survey to find out the effectiveness of the OD effort so far was conceived and implemented through a questionnaire.

5. Phase III : April 1980 to Date

The survey revealed the following strengths and weaknesses of the organisation :

- (i) Employees perceived a positive change in the organisation.
- (ii) Employees have high sense of belonging and commitment to the unit.

Weaknesses perceived were :

- (i) Poor decision-making .
- (ii) Lack of appreciation and recognition.
- (iii) Lack of opportunities for growth and development.
- (iv) Lack of team work.
- (v) "Affiliation & Control" being the dominant motivational climate prevailing the organisation.

This phase was initiated by sharing the findings of the survey, initially the HODs and later with all levels of employees. The purpose was to focus their attention on the negative and positive aspects of the organisational health and thus create an awareness at all levels.

The major interventions during the second phase were :

- (a) Five Team Building Programmes
- (b) Six workshops for the Top Management group to review the OD effort
- (c) Appointment to task forces
- (d) OD effort in Departments
- (e) Development of Internal Resource Persons (IRPs)
- (f) Achievement Motivation Programme

Encouraging OD effort had made distinct progress in the areas of :

- (i) Openness in interpersonal relations at senior levels.
- (ii) Bridging the communication gap by direct interaction of all levels with the top management.
- (iii) Mutual trust and confidence.
- (iv) Faith in the management's sense of fairness and justice.
- (v) Team work, cooperation and understanding.
- (vi) Lot of improvement in welfare amenities like schools, roads, housing facilities etc.
- (vii) Customer satisfaction-improvement in sequential supplies, supply of shortages / spares.
- (viii) General discipline and punctuality.

6. Phase: IV : April 1984 onwards

On the basis of the finding of the April, 1984 workshop the following actions seems to be emerging for the current year.

- (i) Intensifying diversification activities etc.
- (ii) Development of IRPs
- (iii) Feedback survey

The new feedback survey at the organisational level will comprise three aspects :

- (i) To measure the changes during the last four years and assess future directions.
- (ii) Certain new dimensions will also be added in the proposed new feedback survey.
- (iii) In view of the recent changes and also to percolate the OD awareness down the line, it is felt necessary to conduct programme for HODs.

In addition to the above activities, a number of new activities will emerge on the basis of findings of proposed feedback survey, which will cover cultural, managerial and administrative aspects. A set of new interventions will be designed accordingly.

Questions :

1. Comment on the OD Process adopted by BHEL, Bhopal.
2. Suggest at least five action plan to make the existing OD Process more effective as well as efficient.

