

January 2015

M. B. A. (Hospital Administration) Examination

Third Semester

**ORGANISATIONAL DEVELOPMENT**

Time 3 Hours]

[Max. Marks 80

**Note :** Attempt any three questions from Section A. Section B is compulsory. Each question of Section A carries 16 marks. Section B carries 32 marks.

**Section A**

1. "Organization Development enhances congruence between organizational structure, processes, strategy, people and culture." Discuss the statement in the light of values and beliefs in organization development.
2. "Action research is a cornerstone of organization development." Discuss.
3. What do you understand by the term Change ? Discuss the application of any two models of change management in organization development. DAVVonline.com
4. Define Client System. Discuss the conditions of optimal Consultant - Client Relationship.
5. Write notes on the following :
  - (a) Emerging trends in OD.
  - (b) Team Building.

**Section B**

6. Read the case and answer the questions given at the end of the case :

A ductile iron pipe factory operates in Kharagpur, West Bengal, India. It is a joint venture between the famous Tatas and Kobutu Pipes of Japan. This factory is run by Japanese managers and supervisors and even some Japanese operators. They provided the technology, set up the plant, run the operations on a day to day basis and guide the Indian workers, supervisors and managers too.

Ever since the Japanese installed their plant, 3.5 years ago, productivity never went beyond 50% of the rated capacity and quality rejections hovered around 10%, which they wanted to bring down below 5% level.

The approach taken by the Japanese managers : DAVVonline.com

They took their usual approach to analyze problems one by one. For that they employed all of their famous quality tools plus a mix of TPM and TQM approach. Huge amount of data were collected, to which one executive jokingly commented that data collection has generated so much paper that it could possibly cover the whole of Kharagpur.

They tried their methods for the last 3.5 years without any success. Neither productivity nor quality improved by even 1%.

**Questions :**

1. Analyse the problem of low quality and productivity.
2. As an OD expert suggest how company can improve its productivity and quality ?