

Karthik reports the general findings back to Swetha without mentioning any names. After discussing the problem and possible ways to solve it, they decided on the two-day team building retreat. The goal of the retreat is to get the group to work through the issues that are causing the biggest problems.

Before the retreat, Karthik puts together an agenda and shares it with Swetha. Upon approval, the agenda is given to all group members.

Karthik purposely leaves the agenda quite open so that the group will get more involved in the problem-solving process and gain greater ownership in the process of working to achieve positive and productive change.

Questions:

Add your comments of this particular case.

MBHR 4001

M.B.A. DEGREE EXAMINATION,
DECEMBER 2014/JANUARY 2015.

Fourth Semester

Human Resource Management

ORGANISATIONAL DEVELOPMENT AND CHANGE

(2012 – 2013 Batch Onwards)

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. What are the forces which will decide the organisational change?
2. Differentiate planned and unplanned change in an organisation.
3. What are the Individual factors which are resistance to change?
4. What is a change process? How it will affect an organisation?
5. Explain the merits of Job Redesign.

6. What are the various types of interventions?

7. Explain the values, Assumptions and Beliefs in OD.

8. What are the characteristics of an Effective team?

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Discuss lewin's Three step model in organisational change.

10. Explain the techniques to overcome change.

11. Describe the effectiveness of change program in an organisation. How will you effectively implement the change program?

12. Explain the need and importance of socio-technical system approach for change.

13. Explain the methodology to be adopted in survey feedback for organizational development. What are the pitfalls occur in survey feedback method.

14. Elaborate the various phases of OD.

15. Discuss the Six-Box model in OD.

16. Elaborate various techniques and exercises used in Team Building.

PART C — (20 marks)

Compulsory

17. Case study

Swetha is the marketing department manager. She has noticed that her staff seems to be pulling in separate directions and some members have trouble cooperating with others. She feels team building will help her department function in a more positive and productive way. Swetha interviews several OD consultants to find the change agent she thinks will be right for what she needs. Swetha decides on Karthik, an organization development consultant that best answered the question, "How will this change agent build a group into a team?" Karthik meets with Swetha to discuss the problems. Karthik and Swetha define the problem as Swetha sees it. They discuss specific questions to ask and data that will be collected from interviews with team members. Karthik interviews Swetha's staff and immediately a number of issues surface that appear counterproductive to effective functioning. Lack of communication is identified as the most serious problem, and many of the other major issues are the direct result of the communication break down.