

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.

(a) Why did middle managers show resistance to team building approach of Organisation Development?

(b) Do you think the managers had accurate view of team building concept and role of external consultant?

MBHR 4001

M.B.A. DEGREE EXAMINATION, JUNE 2014.

Fourth Semester

Human Resource Management

ORGANIZATIONAL DEVELOPMENT AND CHANGE

(2012-13 Batch onwards)

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions out of Eight questions.

All questions carry equal marks.

1. What do you understand by the term "Stimulating Forces" in organisation?
2. What is Planned Change? State various targets of planned change.
3. Explain four reasons why individuals resist change.
4. Explain the social technical Model of enriched work system.

5. State the advantages and disadvantages of Job Enrichment.

6. What is the five steps process of action research?

7. Explain the emerging concept of Organizational Transformation.

8. Write a note on Structural Intervention.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions out of Eight questions.

All questions carry equal marks.

9. Describe Lawin's Force-Field theory of change in detail.

10. Discuss about the methods of minimising resistance to change in the organisation.

11. Explain the internal and external factors that affect organisational functioning.

12. Explain QWL and discuss the techniques for improvement of QWL.

13. State the problems in overcoming resistance to change.

14. Give a detailed account on first and second generation organisation development.

15. Give a brief account on the role of information system in learning organisation.

16. State the internal and external problems of change agent.

PART C — (1 × 20 = 20 marks)

Case Study (Compulsory)

17.

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 informational 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 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