

Roll No.

Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem-3)

**ORGANIZATIONAL CHANGE AND DEVELOPMENT**

Subject Code : MBA 931-18

M.Code : 76898

Date of Examination : 19-06-2023

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

**SECTION-A**

1. Write short notes on :

- a) System theory
- b) Inter-disciplinary nature of OD
- c) Six-box model of diagnosis
- d) Characteristics of T-groups
- e) Third party peace-making interventions
- f) Parallel learning structure
- g) Sources of power
- h) Structural interventions.

## SECTION-B

### UNIT-I

2. Define Change. Why do people resist change? Explain various strategies of implementing organizational change with suitable illustrations?
3. What do you mean by Organizational development? Describe salient features of OD. Discuss the values, assumptions and beliefs in OD with their implications.

### UNIT-II

4. What do you understand by Action research? Discuss in detail the model of action research. Also explain the relevance of this model in change management?
5. Define OD process? Discuss in detail the stages of OD process with the help of suitable illustrations?

### UNIT-III

6. Define Team. Discuss important characteristics of Team? Also explain various techniques of team building with examples?
7. What do you mean by comprehensive interventions? What are its objectives? Explain some important comprehensive interventions for organizational effectiveness.

### UNIT-IV

8. How is client-consultant relationship developed in the organizations? Discuss various issues involved in the client and consultant relationship with suitable illustrations?
9. a) What is ethical dilemma? Discuss in detail various ethical standards in OD?  
b) Explain the future of OD in detail.

## SECTION-C

### 10. Case study :

Blackmer/Dover Resources plant makes heavy-duty pumps designed to move commodities such as refined oil and chocolate. The plant has 160 employees. Historically, management assigned employees to operate the same machine for months or even years at a time. In this way, each employee became intimately familiar with a narrow task. And employees used their expertise to earn more money. Until 1997, about

half the workforce at the plant earned a premium, on top of their hourly wages, based on the number of pumps or pump parts they produced. The old system gave them a strong incentive to conceal output enhancing tricks they had learned, even from co-workers.

Today, the plant's employees receive a straight hourly wage. To make the plant more flexible, management encourages workers to learn a variety of jobs and accept moves to different parts of the factory floor. Many of the plant's older employees, however, have not welcomed the change. One of those is Bill Fowler.

Fowler is 56 years old and has worked at the Blackmer plant for 24 years. Fowler does not like changing jobs and he does not like telling anyone anything about what he does. "I don't want to move around," he says, " because I love my routine—it helps me get through the day." Fowler's job is cutting metal shafts for industrial pumps. It's a precision task: A minor error could render a pump useless. Fowler is outstanding at what he does. He is known for the accuracy of his cuts. His bosses also say he can be hours faster than anyone else in readying his giant cutting machines to shift from making one type of pump shaft to another. Management would love to incorporate Fowler's know-how into the manufacturing process, but he refuses to share his secrets even with fellow workers. "If I gave away my tricks, management could use [them] to speed things up and keep me at a flat-out pace all day long," says Fowler.

Employees like Fowler worry when they read about companies soliciting employees' expert advice in the name of making their plants more competitive, and then turn around and move jobs to lower-wage locations abroad. Blackmer's top management, however, says they have no plans to relocate jobs of otherwise hurt workers. They merely want to "pool-employees' knowledge to make the plant stronger. "We've realized that to get competitive, we need to start asking these guys what they know," says Blackmer's president.

#### **Questions :**

- a) Explain Bill Fowler's behaviour in power terms.
- b) What, if anything, does this case say about trust and power?
- c) What, if anything, can management do to change Fowler's behaviour?

**NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.**