

Roll No.

Total No. of Pages : 04

Total No. of Questions : 10

MBA (Sem.-3)

ORGANIZATIONAL CHANGE AND DEVELOPMENT

Subject Code : MBA 931/18

M.Code : 76898

Date of Examination : 08-06-2024

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 the following :

- a) Characteristics of planned change
- b) Levels of Participation
- c) Interdisciplinary nature of OD
- d) Parallel learning structures
- e) Six-box model of diagnosis
- f) Career anchors
- g) Objectives of Third-party peacemaking interventions
- h) Implications of OD for the client.

SECTION-B

UNIT-I

2. Define organizational change. What are the possible reasons for organizational change? Discuss various strategies for the implementation of change.
3. a) Explain the values, assumptions, and beliefs in OD
b) Discuss the application of system theory in the implementation of OD

UNIT-II

4. What do you mean by action research? Elaborate the steps of the action research model with suitable illustrations.
5. Define organizational development. Explain various phases of OD program in detail.

UNIT-III

6. Define team. State various characteristics of a team. Explain various team interventions for team building. OR
7. What is power? Discuss different faces of power. Critically analyse various theories about the sources of power.

UNIT-IV

8. Discuss various issues involved in the client-consultant relationship with the help of suitable illustrations.
9. Write a detailed note on the following :
 - a) Contemporary issues in OD.
 - b) Future of OD.

SECTION-C

10. Case study :

Can employees really manage themselves? At W.L. Gore and Associates self-managed teams have helped create a thriving business that has operated profitably for more than 50 years. Gore is a manufacturer that develops innovative solutions for demanding environments. Focusing primarily on protective fabrics, Gore products might be found in clothing worn on a hike up Mt. Everest or in medical implants for the human body. You may have encountered their best-known product, Gore-Tex fabric, in a pair of gloves that keep your hands warm in even the coldest temperatures. Self-management is not just a trend at Gore, it is a management structure that has been in place since the company was founded in 1958. The company has no titles, no bosses, and no hierarchy. Employees work in self-managed teams of 8 to 12 employees and they make all of the decisions including hiring and pay. This structure was created by company founders Wilbert "Bill" Lee and Genevieve Gore when they established the company to combat traditional management practices and encourage innovative thinking. There is a CEO and some respected leaders, but otherwise, no clear management structure exists. The current CEO Terri Kelly stepped into the role in 2005 after 22 years with the company. While she is in charge, she was selected in a peer-driven process.

Why does it work? In this self-managed environment, employees are committed to make the organization a success and everyone is working in the company's best interest. Employees are all partial owners of the company, which encourages them to focus on the company's success. Each employee has the freedom to decide what they will work on, but they also must make a commitment to deliver. There are leaders in the organization, but they are determined by who is willing to follow them. The test of leadership is, if you call a meeting, does anyone show up?

Self-management could easily, turn into chaos, especially with more than 10,000 employees. However, Gore has a culture that reinforces the expectations for the performance of the self-managed teams. The company has established norms of behavior and expected guidelines to follow. It often takes more time for decisions to be made because of the need for team buy-in when making the decision. However once decisions are made, actions are completed more quickly because the buy-in already exists. The self-managed teams at Gore aren't built easily. They spend a lot of time coming together building relationships and building trust. This foundation of trust helps the team work better together, as everyone knows everyone else is working toward the same goals.

Could any company duplicate Gore's management practices? Probably not, say many management experts. Self-managed teams aren't effective in just any company. Self-managed teams are most appropriate in organizations where innovation is strategically important. They are also a useful structure in environments that change rapidly. Finally, for self-managed teams to be a success, a company must also have strongly shared values that direct work activities.

Questions :

- a) Would you want to work at W.L. Gore and Associates? Why or why not?
- b) Why are self-managed teams effective at Gore?
- c) What are challenges for organizations that have self-managed teams?

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.