

MBA-2 Sem.-4 & MBA-3 Sem.-6 Examination

O. D. & L

Time : 2-00 Hours]

May-2025

[Max. Marks : 50

Instructions:

1. Please read the questions carefully. Attempting more than required options and writing any content other than the required answer will not fetch any marks.
2. Please write concise answers. Unnecessarily long answers and irrelevant content will not fetch marks.
3. All questions carry equal marks unless mentioned otherwise.
4. Please indicate correct question number while answering the same.

Q.1 Define the following concepts IN NOT MORE THAN TWO TO THREE SENTENCES:

- 1a. Leadership
- 1b. Intervention
- 1c. Transactional leadership
- 1d. Organizational memory
- 1e. Normative-reeducative strategy

Q.2 Write short notes on ANY TWO:

- 2a. Task oriented and Relationship oriented style of leadership
- 2b. Action Research
- 2c. Cognitive resistance

Q.3 Answer the following questions (ANY TWO):

- 3a. Briefly explain the three-step process of planned change as explained by Kurt Lewin.
- 3b. Briefly discuss the complete cycle of stages of OD from the entry to exit of a change agent.
- 3c. Explain the process of role analysis with steps.

Q.4 Read the following description and answer the question(s) appearing in the end:

An engineering company was plagued with poor performance for over two years. Despite the efforts made by the management team, performance had not shown any improvement. An OD practitioner was invited to the company to examine what should be done.

As a part of preliminary data collection, the consultant examined the minutes of management committee meetings. It appeared to him that the management team had been preoccupied with issues relating to reduction of inventory of materials,

(P.T.O)

improvement in work methods, reduction of surplus labor, and so on. Then, the consultant attended a meeting and found that the attention of the members was largely focused on issues of internal efficiency. The agenda of the meeting was limited to the indices reflecting organizational parameters like turnaround time, operating cycle, attrition rates, etc. When the consultant raised questions about market-related issues, such as competitors' prices, market demand, and changes in customer requirements, the members had no answer.

- 4a. If you were to complete this cycle of OD, what intelligence would you gather?
- 4b. How would that additional data be used for improving the organization's external adaptation?

Q.5 Please read the following and answer the questions appearing in the end:

The new CEO of a company sensed some interpersonal issues between General Managers of Sales and Product Development departments. He therefore, asked the HRD Manager to attend the quarterly sales meeting as an observer. The sales meeting was chaired by the GM (Sales) and attended by all the functional heads and senior managers. The agenda for the meeting had been circulated in advance.

During the meeting, the HRD Manager noticed that the GM (Product Development) was only a passive participant and seemed uninterested in the proceedings. He seemed more preoccupied with a document that he had opened on his laptop. Even decisions which involved the Product Development function were made by the GM (Sales).

The HRD Manager then wondered whether the Product Development function would be committed to those decisions as the departmental inputs were not sought at all. During the meeting, the GM (Product Development) raised a long-pending issue of non-sharing of market feedback data with the Product Development personnel on a regular basis. The GM (Sales) ignored the request by blandly stating that only issues mentioned in the agenda would be taken up. The GM (Product Development) expressed his displeasure and walked out of the meeting.

The HRD Manager having witnessed the undercurrents later tried to explore the reasons for the fiasco in the meeting. On enquiry, he found that the GM (Sales) had joined the organization three years earlier and right from the beginning, there was little love lost between him and the GM (Product Development). The latter's grouse was that the GM (Sales) was relatively less experienced and he resented the fact that they occupied equivalent positions. However, the GM (Sales) felt that the GM (Product Development) was very inflexible and old fashioned in his ideas. He also found that the Sales-Product Development interface was very weak as they never communicated personally with each other. He shared his observations with the CEO on the process of communication and decision-making in the organization.

If you were the OD consultant, which intervention(s) will you use? Explain your answer with adequate justification using OD terminology.