

LB-109

April-2014

5th M.B.A. (KS) (Integrated)

Organizational Dynamics and Development

Time : 3 Hours]

[Max. Marks : 70

1. (a) How does the formal Group Diagnostic Meeting differ from the formal Group Team – Building meeting ? Explain the steps for both in detail. **6**
- (b) Describe the importance of open systems in OD with a detailed note on its characteristics. What is the basic difference between Open and Closed systems ? **8**

2. (a) How do “Collateral Structures” provide solution to bureaucratic structures of the organization ? Explain in detail. What types of intervention is this ? Provide reasoning. **7**
- (b) Explain the concept from the following : **7**
 - (i) OD values, assumptions and implications for individuals
 - (ii) Consulcube and its importance.

OR

Explain Walton’s approach to third-party peacemaking. Also describe the major distinguishing element of this intervention.

3. (a) Suggest which team building intervention techniques will help in the following situations and how to conduct them. **8**
 - (1) When team members want to improve co-operation among themselves.
 - (2) When team members want to clarify role expectations.
- (b) Explain in detail the intervention technique given by Jerry Porras as a part of comprehensive intervention. Also explain its major steps. **6**

4. (a) Define Work Redesign. What kind of psychological states employees experience when this technique is applied ? Explain the role of moderators on core job characteristics and outcomes. 7
- (b) What is Behaviour Modeling ? Explain the steps involved in it. Give your suggestions to improve this technique. Give some practical applications of roles or industries where this intervention could be used. 7

OR

- (a) How does the concept of Career Anchors as given by Edger Schein help in individual's career planning and growth ? Give suitable example for each.
- (b) Write a short note on Beckhard's Confrontation meeting in detail. How is it useful in OD ?
5. Answer any **two** from the following :
- (a) Explain the ethical dilemmas in O.D. practice stemming from the actions of either the consultant or client or both. 7
- (b) "Change always involves power and politics". Explain the role of power and politics in OD. List down the various bases of power in brief. 7
- (c) Discuss the role of transformational and transactional leadership in OD and how is it related to bringing planned changes in the organization. Support your answers with a model of planned change. 7
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