

Eastern University, Sri Lanka
Faculty of Commerce & Management
Postgraduate Studies Unit

First Year Second Semester Examination in Master of Business Administration-
2016/2017(January/February 2018) (Proper/Repeat)
MBA -1103 Organization Development & Change

Answer All Questions

Time: Three Hours

Q1. Read the following case study and answer the questions given below

Problems in a Business Firm and Organizational Development (OD) Consultant

Lack of cooperation between subunits, increasing complaints from customers, sagging morale, and rapidly increasing costs induced the president of a medium sized company to confer with an OD consultant about ways to improve the situation. The two talked at length, and it became apparent to the consultant that the executive, while having some apprehensions, was generally agreeable to examining the dynamics of the situation, including decision making processes and his own leadership behaviour. He and the consultant agreed that certain organization development efforts might be worthwhile. They decided that a three day workshop away from the usual routine, with the executive and his entire work team, might be an appropriate way to start.

The president then sounded out several of his subordinates about the possibility of the workshop, and reactions ranged from enthusiasm to some uneasiness. The team agreed to have the consultant meet with the executive and all his immediate subordinates to explain the typical format of such a meeting and to discuss the probable content of a workshop. At the end of this meeting, the group decided to give it a try.

A few days before the off-site session, the consultant spent an hour interviewing each member of the team. In essence he asked them, "what things are going well?" and "what things are getting in the way of this group and this organization being as successful as you would like it to be?" The purpose of these interviews were to obtain the data around to build the design of the workshop.

At the beginning of the workshop, the consultant first reported back to the group the general themes in the interviews, which he had grouped under these problem headings: "The Boss," "Meetings," "Administrative Services," "Customer Relations," "Relations Between

Departments,” and “Long-Range Goals.” The group then ranked these problem themes in terms of importance and immediacy and chose the problem areas to work on. With the consultant acting more as a coach than as a moderator, the group examined both the underlying dynamics of each problem area and optional solutions to the problems. In addition to make suggestions for breaking into subgroups to tackle certain agenda items, and in addition to provide several 10-minute lectures on such topics as decision making and team effectiveness. The consultant upon request, intervened from time to time to comment on the way the group was working together and to help make explicit norms under which the group seemed to be operating.

During the three days, the participants had time for recreation activities, such as jogging, basketball, swimming and billiards. On two of the three days, the group worked until 6:00 or 6:30 P.M. and then adjourned for a relaxed dinner and socializing. By and large, the three days, although involving intense work, were fun for the participants. Some misunderstandings and tensions were worked through in the group setting; others were worked out informally during breaks from the work agenda. It seemed to the consultant that the group experienced a sense of enhanced camaraderie and team spirit.

The last morning was spent developing next action steps” for a dozen or so items discussed under the problem headings. One decision was to spend half a day with the consultant three months in the future to review progress toward problem solutions.

During a subsequent meeting between the company president and the consultant, the executive reported that group morale was up substantially and customer complaints and costs were beginning to go down, but that “we still have a long way to go, including making our staff meetings more effective.” The two then agreed to have the consultant sit in on two or three staff meetings before the three- month review session.

The three month review session with the consultant showed significant progress that had been made on some action steps. However, improvement seemed to be bogged down, particularly in areas requiring the president to delegate certain functions to key subordinates. This matter was extensively worked on by the group, and the president began to see where and how he could “loosen the reins,” thus freeing himself for more long range planning and more contacts with key customers.

During the following years, the top management team institutionalized an annual three day “problem solving workshop” involving the consultant. In addition, all the top managers used the consultant’s services in conducting comparable workshops with their own subordinates.

Over this period, the consultant and the human resources director, whose hiring was a direct outgrowth of one of the sessions, began to work as a consulting team to the organization, with the human resources director gradually assuming more and more of the role of a “change agent”. In addition to having planning and control responsibilities for employment and compensation and other traditional personnel functions, the new human resources director coordinated a management development program designed to supplement the company’s problem solving workshops. For example, managers could request to attend specialized seminars in such areas as budgeting and finance, group dynamics, and long range planning. The human resources director thus assumed an expanded role in which he served as an internal OD consultant to the operating divisions, as a linking pin with the external (original) consultant, and as a coordinator of the traditional human resources functions.

Required:

- a) What is the real problems in the case study? (04 Marks)
 - b) Explain reasons why the company decided to hire a consultant. (05 Marks)
 - c) Explain the different OD efforts taken in the company. (06 Marks)
 - d) Describe the different roles of Human Resource Director in the process of OD. (08 marks)
 - e) As a MBA student what kind of improvements you have identified after the implementation of OD strategies. (05 marks)
- (28 Mark)**

Q2.

- a) Explain the primary distinguishing characteristics of Organizational Development with examples. (10 Marks)
 - b) Explain the relationship between Organizational Change and Organizational development. (08 Marks)
- (18 Mark)**

Q3.

a). What are the major events in the process of Organizational Development.

(08Marks)

b). 'Organizational Development is the process of fundamental change in Organizational Culture'. Explain how the OD make changes in Organizational Culture.

(10Marks)

(18 Marks)

Q4.

a) 'OD process assumes a distinct form of Organizational Development called Action Research'. Explain the different steps of action Research Model as applied in OD.

(09 Marks)

b) Discuss the different types of human intervention and explain how team work involve in OD.

(09Marks)

(18 Marks)

Q5.

a). Describe the different types of intervention in describing with problem in an organization

(09 Marks)

b). Explain the importance of quality of work life and discuss the different indicators of quality of work life.

(09 Marks)

(18 Marks)