

# END TERM EXAMINATION

FOURTH SEMESTER [MBA] MAY-JUNE 2012

Paper Code: MS222/230  
MSP318  
BMS524

Subject: Organisational Development

Time : 3 Hours

Maximum Marks :60

Note: Attempt any five questions including Q.no.1 which is compulsory.

## Question No 1.

(4X3= 12 Marks)

Read the following case and attempt the questions given at the end

XYZ clinic was providing health services to the local community for the last ten years and had a good patronage from the people. It had also grown considerably over the years. The medical director, in the past few months realized that there was some difficulty in internal working due to which the following problems were being encountered

- Adverse affect on Patient care, leading to number of complaints.
- Lack of cooperation between different units
- Sagging morale amongst employees
- Rapidly increasing cost.

The Medical Director approached a specialist in Behavioural Sciences and following issues were identified

- :Lack of coordination between the Director and clinic administrator
- Problems in leadership, conflict resolution, and decision processes.
- Role conflicts between certain members of the medical staff that were creating tensions resulting in lack of cooperation in handling patients.
- The leadership style of the medical director resulted in his putting off decisions on important operating matters leading to confusion and sometimes to inaction on the part of the medical and administrative staffs.
- Lack of appropriate communication between the administrative, medical, and field staffs leading to suppressed feelings thus having a negative influence on interpersonal and intergroup behavior.

The Behavioural Scientist suggested that the situation warranted OD Interventions.

Discuss the following

- a) Kindly discuss the benefits of OD interventions; in the given situation to the organization.
- b) Briefly discuss the role of Consultant and top management in OD Interventions and issues involved in Consultant and client Relationship
- c) Briefly entail the method of diagnosis that can be deployed to understand the key issues involved
- d) If you were the consultant kindly suggest the interventions that you propose to bring about a better coordination and efficiency in working of the organization

## Question 2

Action research sets in motion a long-range, cyclical, self-correcting mechanism for maintaining and enhancing the effectiveness of the client's system by leaving the system with practical and useful tools for self-analysis and self-renewal. (12 Marks)

**Question 3**

Briefly discuss the following

(12 Marks)

1. Is Socialization brain washing?
2. It is difficult to find same organization culture in two different organizations, even if they in the same line of business

**Question 4**

Kindly discuss the factors that stimulate change in the organization.

(12 Marks)

**Question 5**

Organization Development is gaining recognition as an important tool for creating excellence in the organization. Kindly discuss the trends and practices and challenges in terms of ethical issues that you would see in the future of OD.

(12 Marks)

**Question 6**

Kindly discuss the T- Group Intervention and Role Analysis Technique (12 Marks)

**Question 7**

(3X4 =12)

Write short notes on any three of the following

- a) Psychological Contract
- b) Red flags in Diagnosis
- c) Third party peace making Interventions
- d) Consulcube ( three Dimensional Cube)

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