

00580

MANAGEMENT PROGRAMME

Term-End Examination

June, 2018

**MS-010 : ORGANISATIONAL DESIGN,
DEVELOPMENT AND CHANGE**

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :**
- (i) *There are two Sections A and B.*
 - (ii) *Attempt any three questions from Section-A. All questions carry 20 marks each.*
 - (iii) *Section-B is compulsory and carries 40 marks.*
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SECTION - A

1. List the Principles of good organizational design and briefly discuss the factors affecting organizational design.
2. Describe different approaches to organizing and analyzing work and their limitations with examples.
3. Briefly discuss T-Group training and it's implications.
4. What are the competencies required for a change agent ? Discuss with examples.

5. Write short notes on **any three** of the following :
- (a) Organisation vs Institution
 - (b) Survey feedback
 - (c) Matrix organization
 - (d) Job enlargement
 - (e) Business Process Reengineering

SECTION - B

6. Read the following case and answer the questions given at the end.

The middle managers of a large firm were told by the corporate human resources office that a group of consultants would be calling on them later in the week. The purpose of the consultant's visit would be to analyze cross-functional relations throughout the firm. The consultants had been very effective in using an OD intervention called team building. Their particular approach used six steps. When their approach was explained to the managers, a great deal of tension was relieved. They had initially thought that team building was a lot of hocus-pocus, like sensitivity training, where people attack each other and let out their aggressions by heaping abuse on those they dislike. By the same token, these managers generally felt that perhaps the consultants were not needed. One of them put it this way : "Now that we understand what is involved in team building, we can go ahead and conduct the sessions ourselves. All we have to do is to choose a manager who is liked by everyone and put him or her in the role of the change agent/consultant. After all, you really don't need a high priced consultant to do this team-building stuff. You just have to have a good feel for human nature." The other managers generally

agreed. However, the corporate human resources director turned down their suggestion. He hired the OD consultants to do the team building.

Questions :

- (a) Bring out the main features of this case.
 - (b) What is a team building approach to organization development ? Do you think the managers had an accurate view of this OD technique ?
 - (c) What will be your plan of action in the situation ? And why ?
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