

University of Pune
Department of Management Sciences (PUMBA)

405(C)- Organizational Development

Time : 2 ½ Hours

Max. Marks : 50

Note:

Attempt any 5 Questions from the following questions.
Each Question carries equal Marks.

Case 1-

It has lately been noticed that in the manufacturing sector (heavy engg), the employees ie, the engineers, supervisors & the workers are highly stressed. There are orders lined up with closed deadlines. The absenteeism record shows a steep increase & the performance has fallen. The reason for absenteeism is mainly physical stress, like acute back pain & fatigue. There is an urgent need to address this issue. The production managers have called upon the meeting with the HR Dept, to decide the action plan. What value addition can HR make, by adopting a right OD tool?

Case 2-

You are an extremely knowledgeable, ethical & competent supervisor of a department. One of the subordinates informs you in confidentiality, that the staff members are unnecessarily causing delays in work & lobbying against you, because they do not like the strict discipline at work which was not existent before, nor your working style. You are unpopular because of your high demands of efficiency from them. The non-performance of subordinates would directly affect your performance. How would you handle this situation?

Case 3-

The logistics department have active team members & very smart team leader. (T.L.) His name is Anil. The T.L is very approachable & open He is participative kind of leader, but, sometimes he takes ideas from other members & passes on as his ideas. You receive this information from the concerned team members. The members no longer feel comfortable to come up with creative ideas. You realize this shortcoming of Anil. You strongly feel that the issue needs to be handled, how will you handle this issue? Suggest a right approach.

Case 4-

Many departments feel that the dissatisfactory promotional policy is responsible for high attrition of capable employees. The CEO decides to implement IJPS (internal job posting) twice a year so the high potential individuals, would earn a double promotion in the year. The whole reward policy would undergo a change. HR is supposed to initiate the process. How would HR make this PROCESS INTERVENTION? Should you blindly follow the decision of the CEO or diagnose the need & the possible effects of a dual promotion policy? If so how?

Q.5.

- 1- The two factors involved in the force-field analysis process.
- 2- Name the Techniques of Job Designing.
- 3- Distinguish between Legitimate and Illegitimate Politics
- 4- Give one example of structural intervention.
- 5- The 3 steps in Kurt Lewin model.
- 6- One difference between RAT/RNT.
- 7- Define Organizational development in your own words briefly.
- 8- -----tool would work to retain high performing employees.
- 9- Name two process interventions.
- 10- What is organization mirroring?

Q.6.

The Insurance Company has about 100 employees who are contributing to achieve the Company's Goals. Recently it has been noticed that the Senior employees working for last 10-12 years are lobbying against the young boys who are smart and aggressive at work. Information holding, purposeful process delays, fault-finding etc. The young employees have approached the HR department for help. Suggest a remedial OD tool.

Q.7. Write Short notes on; (2/3)

1. Counselling and Mentoring
2. Job Characteristics Model
3. Team Effectiveness Model