

**University of Pune**  
**Department of Management Sciences (PUMBA)**  
 405 (C): Organizational Behavior

Max. Marks: 50

Time : 2 ½ Hours

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**NOTES: (1)-Question No: 10 & 11 are compulsory.**  
**(2)-Attempt any 3 Questions from the remaining.**  
**(3)-Each Question carries 10 Marks.**

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1. Define OD in your own words and discuss the primary distinguishing characteristics of OD.
2. Explain the concept of parallel learning structures and their effective use in OD practices.
3. With the help of Ronald Lippitt's seven stage model for OD consulting process, suggest a stage wise action plan for eliminating late coming in a manufacturing unit employing 100 persons.
4. Explain socio- technical systems theory and suggest its applications in your workplace.
5. What are OD interventions? What is the need for them? Comment on the nature of OD interventions. List four types of interventions.
6. What are the key ingredients in successful change efforts? Comment on the pitfalls you may face while managing OD process as a consultant.
7. List any seven major classifications of OD interventions and comment on their objectives and methodology.
8. Explain Marvin Weisbord's SIX – BOX MODEL of organizational diagnostic framework.
9. What are the means by which an OD group can gain and wield power in an organization? What all should be kept in mind by an OD practitioner, while operating in a political environment?
10. You have been hired as an OD consultant by an Automobile manufacturer for improving the performance of its Pune auto assembly plant. This plant had earned a reputation as one of the least productive plants in the company. Labour relations and quality are all, at an all time low, and absenteeism is rampant. Realizing the seriousness of the situation management wants to implement some OD intervention effort. How will you handle this situation as an OD consultant?
11. Write short notes on any three topics:
  - Force Field Analysis.
  - Stages of Kurt Lewin Model.
  - Counseling, Coaching and Mentoring.
  - Action Research Model.
  - Third wave consulting.
  - Major classifications of OD interventions.
  - Gestalt Therapy.
  - Organization mirror interventions.
  - Confrontation meeting.
  - Appreciative enquiry.
  - Behavior modeling.