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MBA (3rd Semester)

Examination, Nov-Dec., 2014

Branch : Management

ORGANIZATIONAL DEVELOPMENT (NEW)

Time Allowed : Three Hours

Maximum Marks : 80

Minimum Pass Marks : 32

Note : Attempt all questions. All questions carry equal marks. Each question contains two parts (a) and (b), out of which attempt any one.

UNIT-I

- Q. 1.** (a) Define organisational structure. Elaborate the structures along with factors influencing organisational designs.

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OR

- (b) Define organisational effectiveness. Compare the strategic constituencies approach with competing value approach.

UNIT-II

- Q. 2.** (a) "Resistance to change is an irrational response". Do you agree or disagree? How does Lewin's three step model deal with resistance to change?

OR

- (b) Write short notes on the following any two :
- (i) Team building interventions
 - (ii) Process consultation
 - (iii) Diagnostic
 - (iv) Survey Feedback.

UNIT-III

- Q. 3.** (a) Write short notes on any two :
- (i) Managerial Grid
 - (ii) Sensitivity Training
 - (iii) Transactional Analysis

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OR

(b) Solve the following case :

CONFLICT BETWEEN THE AMBANI BROTHERS

Improper succession planning is the primary cause for conflicts in most family-owned Indian business houses. Dhirubhai Ambani, credited with bringing Indian investors to the stock market, started Reliance Commercial Corporation with a paltry Rs. 15,000. When he passed away in 2002, Reliance Industries had a gross turnover of US \$15 billion.

After he passed away intestate, his two sons, Mukesh and Anil, entered into a highly publicized battle for the control of group companies. The conflict between the siblings came out in the open in November 2004 when Mukesh Ambani talked about his differences with his brother to the media. The row between the siblings had its origins in the redefinition of the roles of CMD, vice chairman and MD in the Reliance Industries Board. The

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issue was temporarily resolved after the intervention of their mother, Kokilaben Ambani. It was eventually decided that the brothers would run their companies separately. Four years after the family agreement, media reports in 2008 indicated fresh disputes between the brothers over the sale of gas by Mukesh's Reliance Industries to Anil's proposed power plant in Uttar Pradesh.

Solve the above case :

- (i) Describe the type of conflict which occurred in above situation.
- (ii) Describe the various methods to resolve conflict. How third party intervention is used as a technique to resolve conflict.
- (iii) Explain the five conflict handling intentions.

UNIT-IV

- Q. 4. (a) Define organisational culture. Discuss the elements of organisational culture in the

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context of any business organisation you are familiar with. Also explain the importance of cross-cultural dynamics.

OR

(b) Solve the following case :

The Smith Brothers : A Low-Key Approach to Gaining—and Keeping—Organizational Power

Two brothers who are both CEOs of major companies? That's certainly a rarity in the modern world of business. But it is exactly the situation for the Smith brothers, John and Michael. John is chairman of General Motors (GM), while his brother Mike is the retired CEO of Hughes Electronics, Corp., a leading telecommunication and satellite company that is owned by GM. So both are powerful persons, indeed. But how, you may be wondering, did they both acquire so much power—and such a high level of success? People who know them well note that, even as children,

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they showed tremendous interest in business. Sally Mahoney, who knew the Smith brothers and their parents, recalls that as children they loved to play board games, especially Monopoly. "I can just remember them stacking up those hotels and houses. Money was always very interesting to them," she notes. And the Smiths themselves were aware of this interest from childhood on. "We like business. We grew up in a business-oriented family", Michael Smith says.

Although they attended different schools, the Smith brothers were both described by people who knew them as bright, hardworking, and unassuming. "Ego doesn't show", says M. Hoglund, a retired GM executive who worked with both brothers. "They are great guys to work around and as a result generate a lot of loyalty". David Cole, director of the University of Michigan's Center for the Study of Automotive Transportation,

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says "Jack will wander down the halls, ~~his~~ head down, trying to be obscure, where the ~~king~~ would be looking around for recognition."

And their orientation toward their organizations—rather than their own careers certainly seems to have played an important role in their rise to power. Both Smith brothers are true team players, with genuine concern for the people with whom they work as well as for their companies. As we noted earlier, most top executives strongly prefer to gather power from their personal characteristics—their charisma, expertise personality—rather than from their position. The Smith brothers seem to understand this lesson very well and have converted it into highly successful careers.

Critical Thinking Questions

- (i) What bases of personal power contribute to the Smith brothers' success?

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- (ii) What specific characteristics do you believe contributed to the Smith brothers outstanding careers?
- (iii) If we studied the Smith brothers' family background closely, do you think we could identify specific factors (e.g., in the way their parents raised them) that played a role in their successful rise to corporate power?

UNIT-V

- Q. 5. (a) Describe employee empowerment. Elaborate the empowerment process and its implications in organisations.

OR

- (b) Write short notes on any two of the following :
- (i) Management of gender issue
- (ii) Creativity and its contribution towards organisational development.
- (iii) Teams and its types.