

[This question paper contains 5 printed pages.]

2011

Your Roll No. ....

**MHROD/II Sem.**

**A**

Course 623 – ORGANIZATIONAL DEVELOPMENT

(Admissions of 2004 and onwards)

Time : 3 hours

Maximum Marks : 70

*(Write your Roll No. on the top immediately  
on receipt of this question paper.)*

*Attempt all questions.*

*All questions carry equal marks.*

**SECTION A**

1. Present a historical sketch of the development of organizational development.

**OR**

Discuss the ADKAR and 80/20 rule for overcoming the resistance to change.

2. Organization diagnosis is the prerequisite for initiating organizational development interventions. How the activities are to be structured for an effective intervention program.

**OR**

Describe the process and approach models of action research. Give example.

P.T.O.

3. Differentiate between MBO and survey feedback method of intervention. Also describe the various steps involved in survey feedback intervention.

**OR**

Discuss the various phases involved in Grid Organizational Development Intervention. Give suitable examples.

4. With suitable examples explain the differences between team and group. Discuss in detail any one intervention that you think is most appropriate for interteam

**OR**

Write short notes on any two of the following:

- (a) Role of Change Agent in OD
- (b) OD-HRD interface
- (c) Quality of Work Life
- (d) Work Redesign

## **SECTION B**

*(Case Study)*

5. Read the following case and answer the questions asked at the end.

In 1985 Boehringer Mannheim Corporation, a 2500 employees health care firm based in Indianapolis constituted a management-by-objectives approach toward operations. In an increasingly competitive industry, Boehringer Mannheim needed to spur research and development, maintain high standards of quality, and control costs associated with its products, which include medical diagnostics equipment, reagents, orthopedic implants and pharmaceuticals. Because company wide objectives required unprecedented growth in facilities and workforce and greatly improved research, production, marketing and customer service, top management recognized that employees in every department were going to have to stretch beyond present capabilities.

Management by objectives, with its emphasis on clarifying the bottom-line contribution of each company unit, provided a systematic way of tying goals more rightly to outcomes and of demonstrating how the company could have significant positive influence both on the performance of individual managers and an organizational culture, which served to enhance company competitiveness.

Boehringer Mannheim initiated management by objectives with a series of two-day management raining sessions held by an outside consultant. After

this general orientation, managers meet individually with the consultant to acquire or hone the necessary skills in getting practical objectives for their jobs. They understood that quarterly performance reviews by a supervisor would not only determine whether they were above, below or at target, but also enable them to periodically review goals in light of unexpected events. To keep attention on the new strategy, top management continually stressed the importance of management by objectives and motivated goal attainment with cash bonuses and with cash bonuses and achievement awards. Most importantly, managers were encouraged to create objectives that would allow the company to stretch its capabilities and thus to grow.

Building the concept of stretch into objective setting activities paid off concretely for Boehringer Mannheim. One production manager, for example, decided to help unravel engineering complications that held up production assembly. A personnel manager identified state financial support for company training programs. One sales manager exceeded his goal by 750000 and a manufacturing supervisor produced 12 percent less scrap than expected. The company found that managers who linked objectives most successfully with expected financial benefits were highly motivated to achieve their goals. Determining the dollar values

of an improvement that may not otherwise be visible to people outside the department is also a valuable way to communicate interdepartmental dependence. After computing the financial contribution contained in his objectives, one company R&D engineer was pleased with the tangible proof it afforded of a seemingly intangible gain.

Along with stressing results and communication, and illustrating the extent of each department's contribution, management by objectives encouraged entrepreneurship among Boehringer Mannheim managers. Each one now senses a much closer connection between his or her own objectives and company outcomes.

**Question :**

- (i) What were the basic steps in the Boehringer Mannheim Corporation's MBO program that can be inferred from this case ?
- (ii) What was the "Stretch" concept and how can that be built into an MBO program ?
- (iii) What would be some advantages and disadvantages of using this concept ?