

Please check whether you have got the right question paper.

- N.B: 1. All questions are compulsory subject to interval choice
 2. Figures to the right indicate full marks
 3. Support your answers with diagrams and relevant examples

- Q.1** Attempt **any two** questions: **15**
- Explain what is Organizational Development (OD) and discuss what are the objectives of OD.
 - OD is important for bringing about desired change in an organization. Explain this statement with regards to how OD is relevant for managers.
 - Discuss in brief following concepts :
 - OD-HRD interface
 - OD practioner as a coach
 - OD in global setting
- Q.2** Attempt **any two** questions: **15**
- Discuss in what phases can organizational diagnosis can be done in.
 - What is organizational life cycle? Explain with examples and diagram.
 - Change Agent plays an important role in the implementations of planned change. Explain what are the skills that a Change Agent needs to possess.
- Q.3** Attempt **any two** questions: **15**
- What are the steps to be followed in OD intervention? Explain in detail.
 - Enumerate and explain the types of interventions used in OD.
 - Why is it important to evaluate OD interventions?
- Q.4** Attempt **any two** questions: **15**
- What and how in power and influence Tactics used by leaders? Explain in terms of OD implementation.
 - Comment on politics and Organisation Development.
 - Write a brief note on Goal approach and Internal process approach of organisational Effectiveness.
- Q.5** Read the following case and answer the questions given below: **15**

In 1980, Ford an automobile manufacturing company was in a depression and in attempt to cut costs. Ford decided to scrutinize some of their department due to inefficient processes. One of their findings was accounts payable department was not as efficient as it could. The division considered of 500 employee as opposed to Mazda's (their partner). Mazda was a smaller company, Ford estimated that their department was still 5 times bigger.

Accordingly, Ford management sets a goal to reduce the number of clerks working in accounts payable by couple of hundred employees. Then they launched a BPR initiative to figure out why was the department so overstaffed. Thus analysis was that when purchase department would write a purchase order, they sent a copy to Account payable. Then material control would receive the goods, and send copy to Accounts payable. At same time, the vendor would send a receipt for goods to accounts payable further Accounts payable department would match the

three orders, if they matched they would issue the payments. Thus took a lot of manpower in department.

Thus as is the case with BPR, Ford completely recreated the process digitally. Thus the need for matching the orders was completely eliminated by online database

- a) Was introducing BPR successful? Why or why not?
- b) Comment on OD & BPR interface in this case.
