

Time allowed: 2.5 Hours

Max Marks: 50

Roll No: \_\_\_\_\_

Instructions: Students are required to write Roll No. on every page of the question paper; writing anything except the Roll No. will be treated as Unfair Means. All other instructions on the reverse of Admit Card should be followed meticulously.

Sections	No. of Questions to attempt	Marks	Marks
A	3 out of 5 (Short Questions)	5 Marks each	$3 \times 5 = 15$
B	2 out of 3 (Long Questions)	10 Marks each	$2 \times 10 = 20$
C	Compulsory Case Study	15 Marks	$2 \times 7.5 = 15$
		Total Marks	50

## Section A

There are 5 questions in this section. Attempt any 3 questions. Each question carries 5 marks.

- A1. "Ethical organization development is the need of the hour for designing planned change". Elucidate with examples.
- A2. "Leadership is a process, not a person". Elaborate
- A3. What employee involvement strategies will you adopt to sustain the change process?
- A4. "An OD practitioner is required to design an effective feedback process for a hotel industry". In the light of this situation elaborate the five important features of a successful feedback process for this industry.
- A5. "Interventions purposely disrupt the status quo". Comment.

Turn Over



## Section B

There are 3 questions in this section. Attempt any 2 questions. Each question carries 10 marks.

- B1. "Intervention is any event, directed towards improving organizational effectiveness, that disrupts an organization's normal way of operating". Explain it in detail in the light of various OD interventions with reference to their relevance in contemporary industries.
- B2. "Chanda Kochar vs Indra Nooyi, two leaders with different perspectives". Critically analyse the statement based on the VUCA world leadership challenges for any organization. Also illustrate the role of a leader in managing a structural and cultural change in an organization.
- B3. Because of the recession, a leading HR consultancy firm Mettle Inc. and its other subsidiary involved in Projects, may not be able to offer significant financial incentives to motivate employees. Diagnose the issue/s and design an intervention to implement an effective non-financial incentives in order to attract new talent, and to prevent current staff from defecting?

## Section C

Read the following case and answer the questions that follow. All questions are compulsory and carry seven and half marks each.

### A Structural Straitjacket at Wild Wear

Wild Wear makes clothing, rain gear, and sleeping bags for hikers and other outdoor enthusiasts. The company began when Myrtle Kelly began sewing pile jackets that her husband Ray sold on college campuses. It now employs almost five hundred people organized into traditional divisions such as marketing, manufacturing, and research & development.

Recently it became apparent that although Wild Wear's balance sheet appeared healthy, the company was stagnant. Everyone seemed to work hard, and the company's products seldom flopped. Yet Wild Wear seemed to have developed a "me too" posture, bringing new products to market a season or a full year after competitors.

The Kellys, who still run the company, screened over performance appraisals looking for the weak points that might be holding the company back. But it seemed that the human resources department had been doing its work. R&D was coming up with a respectable number of new products, the manufacturing facility was modern and efficient, and the marketing tactics often won praise from customers.

Turn Over



Baffled, the Kellys called a meeting of middle-level managers, hoping they could provide some answers they had missed. They were shocked when they noticed that the managers were introducing themselves as they came in and sat down. People who had been working in the same company for years had never even met! The meeting began with this observation, and for ninety minutes the Kellys sat back and listened to the problems their managers raised.

It became clear that in the attempt to grow from a family operation into a larger company, the Kellys had assumed the two needed to be very different. When they started out, the two of them handled all aspects of the business. Ray would hear from a customer that backpackers really needed a certain product. He would pass the idea on to Myrtle and order the materials she needed, and within a few weeks he would offer the product to the delighted customer. As the company grew, the Kellys began to worry about their lack of formal business training and hired professionals to run each division and set up appropriate rules and procedures.

What they had created, the middle managers informed them, was a number of very efficient, productive divisions that might as well have been separate companies. The R&D people might come up with a new breathable fabric for rain gear, only to find that production had just begun making a new rainwear line out of the old fabric and that marketing was turning all its attention to selling the big inventory of sleeping bags. Each division did the best it could with the information it had, but that information was very incomplete. Products progressed linearly from one division to the next, but it always seemed as though an idea that had been ahead of its time did not yield a product until the time had passed.

To remedy the problem, the Kellys decided to call in a management consultant to create more of a matrix structure for Wild Wear. While they were waiting for the consultant's solutions, they began holding weekly "horizon" meetings. The group of middle managers would get together every Monday and discuss what they saw on their horizon. After less than a month of such meetings, the excitement generated promised better things for Wild Wear as the managers stretched to expand their own horizons and to help others bring their ideas to light.

#### Case Questions

C1. What would be the ideal organizational design for a company like Wild Wear?

C2. What does Wild Wear's experience say about the need for periodic corporate restructuring?

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