

MGMT728 final term 2016

Q1:

A multinational company hired two regional managers: one local and second foreign; both have different cultural values. In an orientation session, the approach of both managers to handle same problem was just opposite. In this situation either "microcosm group" or "inter-group conflict intervention" as an OD intervention can help top management to eliminate communication problems and process conflict.

Which OD intervention is more appropriate? Provide solid arguments in either case.

Question2:

A consultancy company updated its OD interventions' inventory by adding "Organization Reengineering Intervention". One of the staff member asked that services for similar kind of intervention 'Organization redesign' we are already offering. The director of the company said: "This misconception I want to exploit by introducing this new intervention because both are mistakenly interchangeably used".

Do you think that both OD interventions are different? If yes, then explain the Difference

Question 3:

In a leading superstore, the Quality Circles (QCs) were introduced as a pilot project. Initially few employees of a department joined the project voluntarily. It is decided that the non-participating members of the department will join QCs replacing old ones on rotation. The circles met for two hours daily. The managers of other departments were also involved by forming steering committees to guide the participants to find solutions of problems. Circle suggestions were reported to department management. To evaluate the performance of QCs, data was collected. The results of data collection reflected that as a whole the program was successful but was not recommended for implementation in whole organization.

Supervisors of the department whose employees participated in the project were against the program. Can you develop logical reasons why supervisors are not supporting OD intervention of quality circle?

Question4:

The H R Vice President of an international Airline said that she had never had a layoff. She views people as strategic assets rather than as costs, "Why would we want to put our best assets, our people, in the arms of the competition?" Analyze potential benefits the airline can achieve by valuing its human resource as greatest strength and most enduring long-term competitive advantage?

Question5:

Organizational environments are everything beyond the boundaries of organizations that can directly or indirectly affect performance and outcomes. You are required to segregate elements according to general environment and task environment

1. Suppliers, manufacturers, real estate and services
2. City, state, federal laws, taxes and court system
3. Labor market, employment agencies, universities and training schools
4. Science, computers, information technology and e-commerce
5. Customers, clients, potential users of products and services

Question 6:

Process consultation is concerned with establishing effective helping relationships in organizations. It is seen as key to effective management and consultation and can be applied to any helping relationship, from subordinate development to interpersonal relationships to group development

Being OD student, what do you think when it is appropriate to introduce process consultation?

Question 7:

The president of a multinational company contacted his OD consultant and criticized him for making false commitment about the results he promised after implementing his suggested OD intervention. The consultant laughed and said: "Sir, it is too early to expect those results. You must have patience to observe the acceptability of installed intervention to complete the refreezing stage of planned change".

How president can ensure that acceptable level of installed intervention has been achieved and refreezing stage is completed?

Question 8:

Zinc Inc. operating in Home Appliances announced downsizing in the organization due to current recession and this news had created a chaos. Employees had stopped working and intensified the organization's problems. The CEO of the company suggested a "Switch Shift System (3S)". Some senior organization members predicted that this system could lead the organization towards even greater financial crisis. However, the program was launched in spite of internal resistance.

Is it a wise decision taken by the company to ignore the resistance of employees?

What can be the consequences of not properly addressing employees' resistance to change?

Question 9:

How would a consultant help top level management to understand the purpose of "skill variety" of design component at individual level diagnosis between conventional workers and knowledge workers? Develop suggestions using an example.