

**Uva Wellassa University**  
**Faculty of Management**



**Degree of Bachelor of Business Management in Entrepreneurship and Management**

**THIRD YEAR FIRST SEMESTER EXAMINATION – JULY/AUGUST 2016**

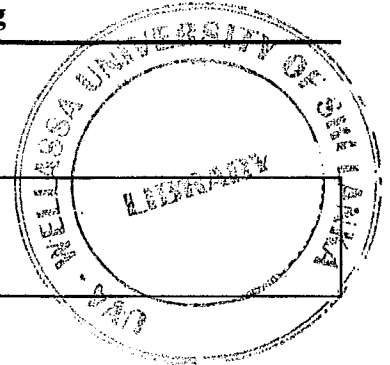
**EMG 352-2 Organizational Development and Consulting**

**Instructions to candidates:**

No. of pages : Three (03)  
No. of questions : Five (05) Essay  
Time : Two (02) Hours  
Marks allocated : 100 Marks

**Index No:**

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**Answer only four (04) questions including question number one (01).**

1) Read the following case study and answer the questions given below.

Pete Brooks and Dan Gantman were managers in an IT department that was part of the information services group at Balt Healthcare Corporation, a large organization that provided health care products to a global market. Brooks was the general manager of the IT department and had been working in the unit for most of his 16 years with Balt.

Brooks ran his department with a traditional and formal management style where communication traveled vertically through the hierarchy. Gantman recently had been assigned to Brooks's department to operate a small experimental group charged with developing E-commerce solutions for the organization and the industry. Gantman had a management style that stressed the value of open communication channels to promote teamwork and collaboration.

Senior management at Balt believed that by assigning Gantman's team to Brooks's organization, the resources required to manage this transition would be more readily available to Gantman's group. In fact, it was generally agreed that Brooks's strengths complemented Gantman's weaknesses. Unfortunately, the trouble started almost as soon as the assignment was announced. Although in front of their bosses, Brooks had agreed to work with Gantman to make the project a success; his support was unenthusiastic. Gantman and Brooks had a history of conflict in the organization. No one respected the other's style and prior conflicts had been swept under the carpet, creating a considerable amount of hatred. Operationally, when Gantman's group needed resources to bring an idea on-line, Brooks announced that all of his people were busy and that he couldn't assign anyone to help. Similarly, anytime Gantman needed access to a piece of hardware within the IT unit, Brooks made it complicated to get

that access. Gantman became increasingly frustrated by Brooks's lack of cooperation and he was quite open about his feelings of being sabotaged. His complaints reached the highest levels of management as well as other members of the information services staff.

After several frustrating attempts to speak with Brooks about the situation, Gantman consulted Marilyn Young, the vice president for information services. Young, like others in the organization, was aware of the conflict. She requested assistance from the human resources manager and an organization development specialist. The OD specialist met with Brooks and Gantman separately to understand the history of the conflict and each individual's contribution to it. Although different styles were partly to blame, the differences in the two work processes were also contributing to the problem.

In fact, during their separate conversations, it appeared that Young began supporting Brooks and criticizing Gantman. Gantman began to withdraw, productivity in both groups suffered, and he became more hostile, stubborn, and bitter. In the end, Gantman felt sabotaged not only by Brooks but by Young as well. He took a leave of absence based on Young's advice. His project was left without a leader and he ended up leaving the organization. Brooks stayed on, but staff at all levels of the organization were upset that his behavior had not been questioned. Similarly, the organization lost a lot of respect for Young's ability to address conflict. Losses in productivity and morale among staff in many areas in the organization resulted from the conflict between two employees.

- i. What problems that might OD consultant have found at the diagnosis of the Balt Healthcare Corporation. Include examples from organizational level, group level and individual level diagnosis. (12 marks)
- ii. Do you agree with the strategies that the Balt Healthcare Corporation has applied to resolve conflict between Mr. Brook and Mr. Ganman? Justify your answer referring to individual, interpersonal and group process approaches to improve the employee behavior. (15 Marks)
- iii. Assume you are the external OD practitioner appointed by Balt Healthcare Corporation. Suggest interventions that the organization can implement to resolve diagnosed problems in question one (i). (13 Marks)

**(Total-40 Marks)**

2)

“OD is an effort, planned, organization-wide, and managed from the top, to increase organization effectiveness and health through planned interventions in the organization’s process, using behavioral-science knowledge.” (Richard Beckhard, 1969)

i. Explain Action Research Model which applies in developing organizations. (15 marks)

ii. Discuss limitations of an Organization Development process. (05 Marks)

**(Total-20 Marks)**

3)

“Organization structure describes how the overall work of the organization is divided into subunits and how these subunits are coordinated for task completion”

i. Explain contingencies that are influencing to structural design of an organization.

(08 Marks)

ii. Compare and contrast characteristics of traditional organization structures with recently developed organization structures.

(12 Marks)

**(Total-20 Marks)**

4)

“Once it is determined that a change has been implemented and is effective, attention is directed at institutionalizing the changes, making them a permanent part of the organization's normal functioning.”

i. Explain institutionalization processes that organizations apply at institutionalizing the changes.

(12 Marks)

ii. Discuss major features of OD interventions that can affect the institutionalization processes.

(08 Marks)

**(Total-20 Marks)**

5) Write short on followings.

i. Integrated strategic change

ii. Learning Organization

iii. Network Interventions

iv. Strategic Alliance Interventions

**(Total-20 Marks)**

