

ORGANIZATION DEVELOPMENT

(For students admitted in 2014 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

Answer the following: (05 X 10 = 50 Marks)

- 1 Explain the benefits of organization development (OD) to organizations.
OR
- 2 Discuss the implications of OD values and assumptions.
- 3 Explain how second generation OD has main focus on organizational transformation.
OR
- 4 Describe the contribution of behavioral science to the foundations of OD.
- 5 Define action research. Explain action research models for OD.
OR
- 6 Explain the approaches to organizational diagnosis. What are the benefits of diagnostic process?
- 7 What are T-groups? Explain inter-group team building and self-managed team development.
OR
- 8 Write briefly about the following:
(i) Third party peacemaking intervention. (ii) Behaviour modeling.
- 9 Discuss the factors that have led to changes in OD.
OR
- 10 Summarize the fundamental strengths of OD.

SECTION – B

(Compulsory Question)

01 X 10 = 10 Marks

11 **Case study:**

Motivation culture at Tata Telecom.

Tata Communications Limited (TCL), a leading global communications and enterprise IT service provider is a part of the \$ 83.3 billion Tata companies. It owns and operates the world's most advanced subsea cable network, delivering first class infrastructure, enterprise solutions and partnerships to carriers and businesses worldwide. It has offices in more than 80 cities across 31 countries. It strives to ensure a happy and motivated work culture for its employees.

Values:

Tata communications is guided by a commitment to ethical and responsible conduct exemplified by the following values:

- Integrity: Do business fairly, with honesty and transparency.
- Understanding: Show caring, show respect, compassion and humanity for our colleagues and customers.
- Flexibility: Support customers and people with adaptive thinking and action.
- Excellence: Achieve the highest possible standards in day-to-day work and in the quality of the goods and services.
- Unity: Build strong relationships based on tolerance, understanding and mutual co-operation.
- Responsibility: Continue to be responsible, sensitive to the countries, communities and environments in which we work.

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Talent Management:

At TCL, the manpower acquisition goal is to hire people for various positions from within or with the reference of employees.

- Internal Job posting program: At TCL, employees can apply for any position open in any of the 40 countries. They can apply either before or concurrent with the consideration of external candidates for employment. The program aims at employee career growth as well as an increase in their engagement levels.
- Employee referral program: The company believes that its employees can aid in helping find the right talent. Because they are well aware of the work culture, ethics and roles, they shall consider them while referring new candidates.

Welfare Image:

As a member of Tata group, the company is viewed as a welfare company. It is the Tata's, who were the first to introduce employee welfare rules, ahead of the laws.

Some of the provisions are:

- Free annual health check up to those who are 40 years and above.
- Families in the health insurance program covers employees and their parents and or parent-in-law.
- APEX (achieving personal excellence) program for alleviating stress, maintain work life balance self-management and leadership skills.

Employee development:

TCL strives to create a culture where people are encouraged to learn, develop new skills and grow.

- Learning management system: Through this program employees can choose more than 1000 programs to participate in.
- Career action plan: For each top performer, a unique and customized career action plan is developed to develop him or her for one or more future roles.
- Leadership development programs: Employees can also participate in this program offered by Tata Management and training centre.
- Training calendar: When it comes to employee development, TCL has a quarterly training calendar. It focuses on development of management, career and different types of skills.

Employee recognition and rewards:

The senior management of TCL has an open door policy. Employees requiring help or advice can always approach their senior for guidance. Several programs, such as 'Rewards and Recognition Program' for recognizing good performers and 'Pro Club' to celebrate achievers are set up. The top 1% performers receive the most coveted Pro Club award. They are taken on all-expense paid trip to an exotic location along with other winners and the team of senior executives.

People strategy integrated with business strategy:

TCL is building people strategy as a part of business strategy. Employee engagement program is used to demonstrate company strategy, derive the leadership programs and facilitate performance management. Informal approaches are used to establish openness and a sense of working towards common company goal and objectives, together, as a team.

Questions:

- (a) Examine the steps taken by TCL to create a motivating culture.
- (b) Evaluate the effectiveness of the measures taken and suggest measure for creating right culture of motivation.
