

**MBA-II / SEM-IV / ORGANIZATIONAL DIAGNOSIS &  
DEVELOPMENT (2024-25)****COMPREHENSIVE CONCURRENT EVALUATION 2024-25****Course Code: 403 HRM****Course Name: Organizational Diagnosis & Development****Faculty Name: Dr. Asita Ghewari**

The course is evaluated on the basis of three components

<b>Sr. No.</b>	<b>Parameter / Component</b>	<b>Marks</b>	<b>Date</b>
1	Case Study	50	3 <sup>rd</sup> March 2025
2	Literature Review	50	26 <sup>th</sup> March 2025
3	Open Book Test	50	Schedule will declare

## **CCE 1: Case Study**

### **Case Study 1: Enhancing Team Effectiveness at NexaTech Solutions**

#### **Background**

NexaTech Solutions is a mid-sized IT consulting firm specializing in software development and cybersecurity. While the company has grown rapidly, its teams are facing significant challenges in working together efficiently. Projects are often delayed, and there is growing frustration among employees due to miscommunication, lack of trust, and ineffective leadership.

#### **Current Challenges**

1. **Lack of Collaboration** – Teams operate in silos, leading to redundant work and inefficiencies.
2. **Ineffective Communication** – Project expectations are often unclear, causing misunderstandings between departments.
3. **Low Team Morale & Trust Issues** – Employees feel their contributions are not valued, leading to disengagement.
4. **Leadership Struggles** – Team leaders lack conflict resolution skills and fail to motivate employees effectively.
5. **Resistance to Change** – Employees are hesitant to adopt new project management tools and agile methodologies.

#### **Management's Concern**

The company's leadership recognizes these issues and has decided to implement **team interventions** to improve collaboration, communication, and team performance.

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As an **organizational development (OD) consultant**, you have been hired to design a team intervention strategy for NexaTech Solutions. Your task is to:

1. **Diagnose the Root Causes** – Why are teams struggling with collaboration, communication, and trust?
  2. **Design a Team Intervention Plan** – What strategies should be implemented to improve team effectiveness?
  3. **Develop an Implementation Plan** – How should the proposed interventions be executed?
  4. **Measure Success** – What metrics should be used to assess the impact of the interventions?
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## **Discussion Questions**

- **What are the main factors contributing to the lack of collaboration at NexaTech Solutions?**
- **How can communication be improved to enhance team alignment and prevent misunderstandings?**
- **What strategies can be implemented to rebuild trust and improve team morale?**
- **What leadership development initiatives should be introduced to help team leaders manage conflicts effectively?**
- **How can the organization encourage employees to adopt new tools and methodologies for better efficiency?**
- **What key performance indicators (KPIs) should be used to measure the success of the team interventions?**

## **Case Study 2: Bridging the Gap – Resolving Intergroup Conflicts at Orion Manufacturing**

### Background

Orion Manufacturing is a mid-sized company that produces electronic components for the automobile industry. The company has two major departments:

1. **Production Team** – Responsible for assembling and manufacturing electronic components.
2. **Quality Assurance (QA) Team** – Ensures that the products meet industry standards before shipment.

Over the past year, tensions have risen between these two departments. The **Production Team** believes the QA Team is too strict and slows down operations, while the **QA Team** feels that the Production Team does not follow quality protocols, leading to frequent defects. This ongoing conflict has led to:

- Poor communication and collaboration between teams.
- Delays in production due to rework and disagreements over quality issues.
- Low morale and frustration among employees.
- Customer complaints due to inconsistent product quality.

The company's management has decided to implement **intergroup interventions** to improve teamwork, reduce conflicts, and enhance efficiency.

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As an **Organizational Development (OD) consultant**, you have been hired to design an intervention strategy that will improve collaboration between the Production and QA teams.

### Step 1: Identify the Core Issues

- What are the main causes of conflict between the two teams?
- How has this conflict affected the company's overall performance and culture?

### Step 2: Apply Intergroup Intervention Strategies

Using **ODD frameworks**, propose solutions to improve intergroup relations, such as:

- **Intergroup Team-Building Activities** – Exercises to foster collaboration and mutual understanding.
  - **Superordinate Goals** – Establishing shared goals that require both teams to work together.
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- **Improved Communication Mechanisms** – Regular meetings, joint training, and conflict resolution techniques.
- **Structural Changes** – Adjusting workflow or responsibilities to reduce friction between teams.

### Step 3: Implementation Plan & Expected Outcomes

- How will the proposed interventions be implemented?
  - What are the short-term and long-term benefits of improving intergroup relationships?
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## Discussion Questions

1. **What are the key reasons for the conflict between the Production and QA teams?**
2. **How does intergroup conflict impact organizational effectiveness and employee morale?**
3. **Which intergroup intervention strategy do you think would be most effective, and why?**
4. **How can management ensure that the improvements are sustained over time?**
5. **What role does leadership play in resolving intergroup conflicts?**

## Case Study 3: Organizational Diagnosis at Zenith Tech Solutions

### Background

Zenith Tech Solutions is a software development company specializing in AI-based financial solutions. Over the past two years, the company has struggled with **declining productivity, increasing employee turnover, and missed project deadlines**. Despite having highly skilled employees and strong market demand, the organization is facing multiple internal challenges that are affecting its growth.

The leadership team has noticed the following key issues:

#### Current Organizational Challenges

1. **Lack of Clear Structure** – Employees are often confused about their roles and responsibilities, leading to duplicated efforts and inefficiencies.
  2. **Poor Communication** – There is a disconnect between teams, causing misunderstandings and lack of alignment on project goals.
  3. **Low Employee Morale** – A recent survey found that 45% of employees feel disengaged due to lack of career growth and recognition.
  4. **High Employee Turnover** – Many talented employees have left for better opportunities, citing a stressful work environment.
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5. **Resistance to Change** – Management introduced agile project management, but teams are reluctant to adopt the new approach.

### Management's Decision

The CEO has decided to conduct an **organizational diagnosis** to identify root causes and implement a structured development plan.

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As an **organizational development (OD) consultant**, you are tasked with diagnosing the issues at Zenith Tech Solutions and proposing solutions.

### Step 1: Select an Organizational Diagnosis Model

Choose a suitable **OD model** to analyze the company's challenges, such as:

- **Weisbord's Six-Box Model** (Purpose, Structure, Rewards, Relationships, Helpful Mechanisms, Leadership)
- **McKinsey 7S Model** (Strategy, Structure, Systems, Shared Values, Skills, Style, Staff)
- **Burke-Litwin Model** (Examines transformational and transactional factors)

### Step 2: Analyze the Organizational Challenges

- How does each issue (structure, communication, morale, turnover, change resistance) impact company performance?
- What are the underlying causes of these problems?

### Step 3: Develop an Intervention Plan

- What **short-term solutions** can improve efficiency and engagement?
- What **long-term strategies** can help the company sustain organizational growth?
- How should leadership drive and manage change effectively?

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## Discussion Questions

1. Which OD model is most suitable for diagnosing the problems at Zenith Tech Solutions, and why?
2. What are the major weaknesses in the organization's current structure and culture?
3. How can leadership improve communication and employee engagement?
4. What steps should be taken to reduce employee turnover and resistance to change?
5. How can the organization measure the success of its OD interventions?

## **CCE 2 : Literature Review on Organizational Diagnosis & Development (ODD)**

### **Objective:**

This assessment aims to help students critically analyze existing research on **Organizational Development and Design (ODD)** by reviewing at least **10 research papers**. The goal is to evaluate theories, frameworks, methodologies, and trends in ODD, identifying gaps and potential areas for future research.

### **Instructions:**

#### Step 1: Research and Select Papers

- Find at least **10 peer-reviewed journal articles or conference papers** on Organizational Development and Design.
- The papers should cover various aspects of ODD, such as:
  - Theoretical models (e.g., Weisbord's Six-Box Model, McKinsey 7S, Burke-Litwin Model)
  - Change management strategies in organizations
  - The impact of ODD on employee performance and organizational success
  - Case studies of ODD implementations
  - Challenges and limitations in ODD interventions

#### Step 2: Summarize Key Findings

For each paper, provide:

1. **Title & Citation** – APA/Harvard referencing style.
2. **Research Objectives** – What was the study aiming to achieve?
3. **Methodology** – How was the research conducted (qualitative, quantitative, mixed methods)?
4. **Key Findings** – Summarize the main insights from the study.
5. **Limitations** – Identify any gaps or limitations in the research.

#### Step 3: Comparative Analysis

- Compare the **key themes and trends** emerging from the papers.
- Identify **similarities and differences** in theoretical perspectives and research methodologies.
- Discuss **contradictions or gaps** in the literature.

#### Step 4: Conclusion & Future Research Directions

- What are the **major takeaways** from the reviewed literature?
- What areas **need further research** in Organizational Development and Design?
- How can ODD evolve to address contemporary organizational challenges?

## Report

### 1. Literature Review Report (5-7 pages)

- **Introduction:** Overview of ODD.
- **Summary of Research Papers:** Individual analysis of each paper.
- **Comparative Analysis:** Key findings, similarities, and differences.
- **Conclusion & Future Directions:** Major insights and research gaps.

### 2. Reference List

- All research papers must be cited in APA or Harvard format.

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