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14MBAHR410

**Fourth Semester MBA Degree Examination, June/July 2016
Organisation Change and Development**

Time: 3 hrs.

Max. Marks:100

SECTION - A

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 What are the different types of OD Interventions? (03 Marks)
- 2 Briefly explain the different views on organization culture. (03 Marks)
- 3 What are the elements of strategic planning in change management? (03 Marks)
- 4 Explain Downsizing. (03 Marks)
- 5 What are the four approaches to change? (03 Marks)
- 6 What is Planned change? (03 Marks)
- 7 Define Action Research. (03 Marks)

SECTION - B

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 Discuss the OD values necessary for dealing with individuals, groups and organizations. (07 Marks)
- 2 Discuss the contribution of Kurt Lewin to the theory of Organizational change. (07 Marks)
- 3 What are the reasons for resistance in change management? How to overcome the same? (07 Marks)
- 4 What are the pre-requisites for successful OD programs? (07 Marks)
- 5 Define OD and write in brief about the objectives of OD. (07 Marks)
- 6 What competencies should an OD professional possess? (07 Marks)
- 7 Write in brief about the teaching methods employed in OD. (07 Marks)

SECTION - C

Note : Answer any FOUR questions from Q.No.1 to Q.No.7.

- 1 Explain the different types of Organizational change. (10 Marks)
- 2 What is an OD intervention? Explain the Human process interventions. (10 Marks)
- 3 What are the steps involved in change management? How to give strategic leverage to change? (10 Marks)

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and/or equations written eg, 42+8 = 50, will be treated as malpractice.



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- 4 Write in brief about future of OD and the changing role of OD consultants. (10 Marks)
- 5 Write in detail about the major techno-structural OD interventions. (10 Marks)
- 6 Write about the evolution of OD and how OD is fetching positive results in organizations. (10 Marks)
- 7 How does knowledge of organization change and development helps a HR manager and a CEO? (10 Marks)

SECTION - D
CASE STUDY – [Compulsory]

The Reluctant CEO

To reduce cost and improve customer service, a financial group wanted to consolidate its customer contact centres across divisions. To support this effort and to plan the implementation, a consultant was hired soon after a rumour broke out that this change is not good for the organization.

Supervisors and key manager of different customer contact centres resisted the change and did not cooperate with the information and inputs. They skipped design reviews and missed key decision making meetings. The negativity spread among employees and there were discussions about potential leadership changes, which distracted both employees and managers from their work leading to low productivity. Key managers were rumored to quit if change takes place.

The consulting firm warned the CEO about ill effects of resistance to change on customers. The CEO however felt that change management is not his responsibility and the project team along with consultant should take care of it.

After few months, the consultants declared that the consolidation is difficult. CEO requested an emergency briefing with his leadership team and demanded a status report. While preparing status report, the consultants found that in one customer contact centre, the top people were rumored to leave and the manager was spreading the rumors and also said that their jobs were at risk.

The CEO was in no position to take a definitive action as he was in a dilemma whether to reassign the manager or terminate him as he was a long tenured employee of the organization.

Questions :

- a. What fundamentals of change management were overlooked in this case? (05 Marks)
- b. What were the mistakes committed by the CEO in this case? (05 Marks)
- c. What OD interventions can solve this stalemate situation? (05 Marks)
- d. What is the right method to take up this initiative? (05 Marks)

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