



CBCS SCHEME

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18MBAHR404

Fourth Semester MBA Degree Examination, July/August 2021 Organization Change and Development

Time: 3 hrs.

Max. Marks:100

Note: Answer any FIVE full questions.

- 1 a. What is organizational change? (03 Marks)
b. What are the various types of change? (07 Marks)
c. Explain the action research model. (10 Marks)
- 2 a. Mention the reasons for the resistance. (03 Marks)
b. Discuss different methods of minimizing resistance to change in the organization. (07 Marks)
c. What are the skills of leaders in change management, designing the change? (10 Marks)
- 3 a. What do you mean by diagnosing organizations? (03 Marks)
b. Discuss the need for diagnostic models. (07 Marks)
c. Explain the overview of interventions. (10 Marks)
- 4 a. What is organization development? (03 Marks)
b. Explain the evolution of Organization Development. (07 Marks)
c. What are Organization Development interventions? Explain the classification of Organization Development interventions. (10 Marks)
- 5 a. What is Techno-Structural interventions? (03 Marks)
b. Explain Business Process Reengineering. (07 Marks)
c. Write short note on : (10 Marks)
i) Balance score card
ii) Employee involvement.
- 6 a. What is Human Process Interventions? (03 Marks)
b. Explain Behavior modeling. (07 Marks)
c. Write short note on : (10 Marks)
i) Team building
ii) Conflict Management.
- 7 a. What are designing interventions? (03 Marks)
b. Explain the implications of Organization Development for the client. (07 Marks)
c. Explain the ethical standards in Organization Development. (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.



8 Case Study :

The personnel office of Bharath Chemicals Limited informed the middle managers through a circular that a group of consultants would be calling on them later in the week to provide training on team building. The consultants would be emphasizing on how to develop team work and to build inter group relations throughout the company. The circular contained the approach to be adopted by the consultants and explained the five step process of team building: problem sensing, examining differences, giving and receiving feedback, developing interactive skills and follow up actions. The circular also included a note on the utility of team building in organizational effectiveness. On receiving the circular, middle managers felt tensed as they thought team building as an exercise involving a lot of hocus pocus as they experienced in sensitivity training exercise in which participants used to attach each other and let out their aggression by heaping abuse on those disliked. Therefore, the managers felt that the consultants were not needed for team building. One of the managers commented, now that as we understand what is involved in team building we can go ahead and conduct sessions ourselves. All we have to do is to choose a manager who is liked by everyone and put him in the role of change agent/consultant. After all, you really do not need high priced consultants to do team building staff. You just have a good feel for human factor. The other managers generally agreed. However, the corporate personal director turned down their suggestion and proceeded with his original programme of hiring consultants.

- a. Why did middle managers show resistance to team building approach of organization development? **(10 Marks)**
- b. Do you think the managers had accurate view of team building concept and role of external consultant? **(10 Marks)**

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