

CBCS SCHEME



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20MBAHR404

Fourth Semester MBA Degree Examination, July/August 2022 Organizational Change and Development

Time: 3 hrs.

Max. Marks:100

**Note: 1. Answer any FOUR full questions from Q1 to Q7.
2. Question No.8 is compulsory.**

- 1 a. Define organization development. (03 Marks)
b. Explain Lewin's model of change. (07 Marks)
c. What are the ethical issues the organization development. (10 Marks)
- 2 a. What is consulting process? (03 Marks)
b. Discuss the Major goals of T-Group exercise (07 Marks)
c. Explain 4 types of organization change. (10 Marks)
- 3 a. Define the term planned change. (03 Marks)
b. Discuss McKinsey's 7's model of change. (07 Marks)
c. Explain Action Research briefly. (10 Marks)
- 4 a. Define Employee Engagement. (03 Marks)
b. Discuss the role of a change agent in measuring change. (07 Marks)
c. Write a note on system theory with a neat diagram. (10 Marks)
- 5 a. Mention any three characteristics of OD. (03 Marks)
b. Explain T-Group training experiences under OD intervention. (07 Marks)
c. Explain John Kotter's Eight Step Theory. (10 Marks)
- 6 a. What do you mean by ADKAR Model? (03 Marks)
b. Differentiate between organizational vision and change vision. (07 Marks)
c. Briefly explain change process. (10 Marks)
- 7 a. What do you mean by Strategy Maps? (03 Marks)
b. Explain career Planning and development. (07 Marks)
c. Describe the implications of OD values and assumptions for dealing with individual, group and organization. (10 Marks)



8 CASE STUDY :

I was called into a hospital by their HR manager. The hospital needed to improve morale amongst its nurses. It started off as a morale problem. But as I spoke to different stake holders the problem become more complex.

The HR managers told me that morale amongst nurses was at an all time low. They also mentioned that the hospital was trying to change its culture to become more patient and profit centric.

The master of the hospital was concerned about the poor relationships between the nurses, their unit managers and the doctors. The unit managers were upset by the way that doctors bypassed them and shouted at their nurses. The nurses and their managers blamed arrogant doctors for the poor morale in the hospital.

The CEO was concerned that the doctors, who he saw as clients and partners of the hospital were not happy with the service they were getting. The doctors choose to locate their independent practices at the hospital, but had the freedom to take their business to another hospital, any time they wanted. Losing specialists to competing hospitals would affect his hospitals brand and offering as well as its profitability. He was also tired of being the only leader in the organization and wished that the managers would begin to take responsibility and act like leaders.

- a. What are the constraints as OD practioners you need to look within? (05 Marks)
- b. As OD practioners how would you deal with an employee morale problem? (10 Marks)
- c. What is the organizational development intervention the client wanted? (05 Marks)

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