

Roll No. _____

Total No. of Pages : 03

Total No. of Questions : 17

MBA (2018 Batch) (Sem.-3)

ORGANIZATIONAL CHANGE AND DEVELOPMENT

Subject Code : MBA 931-18

M.Code : 76898

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

SECTION-A

Write short notes on :

1. What is organisational development?
2. What is resistance to change?
3. What are the various issues of client and consultant relationship?
4. Discuss the various strategies for implementing organisational change.
5. Discuss system theory
6. What are T-Groups?
7. What are team interventions?
8. Discuss the concept of Power and politics in an organisation.



SECTION-B

UNIT-I

9. What is planned change? Discuss the various strategies for implementing organisational change.
10. Write notes on:
 - a. Participation and empowerment
 - b. System theory

UNIT-II

11. What are OD interventions? Discuss the nature of OD interventions.
12. Write notes on :
 - a. Career Anchors
 - b. T-Groups

UNIT-III

13. What are Comprehensive Interventions? Discuss various types of comprehensive interventions with suitable examples.
14. Write notes on :
 - a. Theories about the sources and power
 - b. Team interventions

UNIT-IV

15. Discuss the various issues of client and consultant relationship
16. Discuss the various ethical standards in OD.

SECTION-C

17. Case Study :

The personnel office of Prasant 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 relationships throughout the Company. The information also 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 organisational 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 exercises in which participants used to attack 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 session 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 stuff. 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.

Questions :

- Why did middle managers show resistance to team building approach of organisation development?
- Do you think the managers had accurate view of team building concept and role of external consultant in that?
- Did corporate personnel office sell the concept of team building and its usefulness properly to middle managers? What actions should the department have taken?

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.

Roll No.

Total No. of Pages : 03

Total No. of Questions : 17

MBA (2018 Batch)
(Sem.-3)

ORGANIZATIONAL CHANGE AND DEVELOPMENT

Subject Code : MBA 931-18

M.Code : 76898

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and students have to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

SECTION-A

Write briefly :

1. Organization development
2. Triggers for change
3. Nature of OD intervention
4. Career Anchors
5. Action Research
6. Team interventions
7. Power and Politics in OD
8. Client system



15/12/18

1 | Page

SECTION-B

UNIT-I

9. Discuss the conceptual framework of Organization development. Along with interdisciplinary nature of Organization development.
10. Explain the model and theories of planned change in organization change.

UNIT-II

11. Discuss the Six Box Model. What is Third Waves Consulting?
12. Discuss the role of T-Group and behavioral modeling in training experience.

UNIT-III

13. Define Power. Explain the relevant theories related to the sources of Power.
14. "Organization without the Politics is not possible" comment. Also discuss the organizational politics in the practice of OD.

UNIT-IV

15. What do you understand by the dependency issue and terminating the relationship in concern to consultant- client relations?
16. Discuss the contemporary issues in OD in relation to consultant- client relations.

SECTION-C

17. Case Study :

The business world today is going very fast and new technology, new methods of production and new taste of customers and new market trends as well as new strategies for best control of the organizations and motivation of employees are emerging and taking place from old to new methods, because the customers are the emperor of market and most of the company now spending billions of amount on research and development in the organization, by keeping in view all these things the change management in the today businesses now compel to decide about the change management in the organizations, because business activities now are globalize, and every organization strive to sustained the loyal customers, trained the employees, introduce and adopt new

15/12/18

2 | Page

methods of production and best control the activities of the organization, so from here the concept of change management or organization change starts. When the company feel that the activities which they are doing, the management, the way of administration, the use of technology, the human resource policies, the culture of the organization, the liking and disliking the contents and context of the organization by the employees, organization structure, group concept the product quality are continuously destroying the image and reputation of the organization, the question arises that how it will change the organization in present scenario, so when the expert specialist decides about all the situation and preparing for changing the organization it leads to the concept of organizational change or change management . In the word of Coetsee, he said that it is the ability of the management that how they can get maximum benefits and support form change which reduces resistant from the side of employees and encourage appreciate acceptance and support.

Questions :

- a) Discuss the strategies for implementing Organization change.
- b) What are the various triggers for changes?

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.

Roll No.

Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.-3)

ORGANIZATIONAL CHANGE AND DEVELOPMENT

Subject Code : MBA 931-18

M.Code : 76898

Date of Examination: 16-12-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write a short note on :

- a) Define Organizational Development (OD).
- b) Name one theory of planned change.
- c) What is third-wave consulting?
- d) What is meant by parallel learning structures?
- e) Mention one example of structural intervention in OD.
- f) Explain the meaning of third-party peace-making interventions.
- g) What is the importance of contracting in consultant-client relationships?
- h) Discuss the role of the consultant as a model in OD.

SECTION-B

UNIT-I

2. Explain the characteristics of planned change and the key strategies for implementing it.

3. What are the key values and beliefs in OD? How do they shape change efforts?

UNIT-II

4. Discuss the Six-Box Model and its relevance to diagnosing organizational problems.
5. How do structural interventions help in improving organizational performance?

UNIT-III

6. Compare the intergroup interventions and comprehensive interventions in organizational development. How are they essential for resolving conflicts?
7. Discuss the implications of organizational politics on the practice of OD.

UNIT-IV

8. Discuss the ethical standards that consultants should follow during OD interventions.
9. What are the challenges faced by consultants while working as microcosms in organizations?

SECTION-C

10. Case Study: Agile Transformation at Alpha Tech

Alpha Tech is a technology company that provides software solutions for corporate clients. Despite having innovative products, it struggled to keep up with competitors due to slow project delivery and inefficient workflows. The rigid, top-down management style hindered collaboration between departments. Customer complaints increased due to frequent delays and bugs in software releases. The company decided to implement Agile methodologies across departments to improve efficiency, communication, and product quality. This required restructuring teams, adopting daily stand-up meetings, and empowering employees to make decisions independently.

Challenges During the Change Process:

Resistance from Managers: Some managers feared losing control due to reduced hierarchy.

Employee Anxiety: Many employees were unfamiliar with Agile practices and felt overwhelmed.

Confusion in Roles: Transitioning from specialized roles to cross-functional teams caused initial coordination issues.

Results:

After six months, Alpha Tech saw improvements. Teams delivered projects 25% faster, and product quality improved. Customer complaints decreased, but some employees still struggled to adapt to the fast-paced Agile environment. Leadership realized that ongoing training and feedback would be essential to sustain the change.

Answer the following questions after reading the case study:

- a) What were the main reasons Alpha Tech adopted Agile methodologies?
- b) How can companies manage resistance from managers during structural changes?
- c) What additional interventions could Alpha Tech implement to support employees struggling with the Agile transition?

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.

(532)-807

Roll No. _____
Total No. of Questions : 10

Total No. of Pages : 03

MBA (Sem.-3)

ORGANIZATIONAL CHANGE AND DEVELOPMENT

Subject Code : MBA 931-18

M.Code : 76898

Date of Examination: 29-12-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write short note on :
 - a) Systems theory
 - b) OD Assumptions
 - c) Managing Change Model
 - d) Behavioral modeling
 - e) Career Anchors
 - f) Organizational Politics in OD
 - g) Entry and contracting
 - h) Implications of OD for the client

SECTION-B

UNIT-I

2. What are the dynamics of planned change? Discuss various models of planned change with example

3. What is team and teamwork? Discuss the strategies of change with relevant examples

UNIT-II

4. Explain six box model of organizational development. Discuss the phases of OD program
5. Explain the techniques of structural interventions with suitable examples

UNIT-III

6. What are team interventions? Write a detailed note on intergroup and third-party peace-making interventions
7. Discuss the theories and sources of power and politics in organizational development

UNIT-IV

8. Explain various consultant-client relationship issues in OD with suitable examples
9. Discuss :

- a) Contemporary issues in OD
- b) OD and Quality Movement

SECTION-C

10. Case study :

Linda, the CEO of a global software development company, knew she needed to have a tough conversation with her senior management team about how they were working together - or, more precisely, how they were not working together. Communication on the team had broken down because different team members had varying perspectives on important issues and were not finding productive ways to address them. Some were angry but silent, while others were fighting openly and loudly. The team knew they needed to discuss how to communicate across departments, how to make decisions together as a team and how to manage the hand-off from the Sales department to Engagement Management once a new client had been signed on. An OD Consultant firm was hired to solve the issue. The OD Consultant firm conducted the initial round of diagnostic interviews with each member of the 6-person senior management team. It discovered that there was a long-running history of miscommunications and turnover on the leadership team that contributed to the current difficult team dynamics. In particular, two members of the team represented opposite views from one another on a series of topics in the team. These two team members, the Chief Marketing Officer and the Chief

Technology Officer, had very different perspectives on how certain decisions had come to be made, and how those should now change. Linda, the CEO, was unsure how to manage the quickly deteriorating relationship between the CMO and CTO. After the initial interviews, the OD Consultant firm helped the CMO and the CTO explore the nature of their relationship, their different roles in the company, as well as their different management styles and personalities. It enabled them to listen to one another, and to share their own perspectives, reasoning and interests. While they still disagreed on some topics, they discovered that some of their initial disagreements had been the result of misinterpretations and stylistic communication differences. This helped them give one another the benefit of the doubt more readily than before, and to agree on two major decisions that had previously been deadlocked and were holding up the team. They recommended those decisions to the CEO. Through the team-wide meetings, each of the officers made a series of commitments for actions to take in the next 3 quarters to follow up on the solutions the team had generated. The CEO committed to being more proactive when disagreements on the team arose, and to tracking everyone's commitments over time. Over the next few months, the senior management team identified how best to make decisions going forward, how to communicate in good times as well as under stress, and they resolved the Sales/Engagement Management hand-off. As a result, the company's overall bottom line improved by 25% and the working relationships and satisfaction of the senior management team members increased significantly. Through this experience, each of the team members also learned how to more authentically listen to other people's viewpoints and how to calmly and more effectively express their own.

Questions :

- What were the problems identified in the senior management team of the client company?
- How did the OD Consultant firm help the client company to resolve their issues?

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the student

Roll No.

Total No. of Pages : 04

Total No. of Questions : 10

MBA (Sem.-3)

ORGANIZATIONAL CHANGE AND DEVELOPMENT

Subject Code : MBA 931/18

M.Code : 76898

Date of Examination : 08-06-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write short notes on the following :

- a) Characteristics of planned change
- b) Levels of Participation
- c) Interdisciplinary nature of OD
- d) Parallel learning structures
- e) Six-box model of diagnosis
- f) Career anchors
- g) Objectives of Third-party peacemaking interventions
- h) Implications of OD for the client.

SECTION-B

UNIT-I

2. Define organizational change. What are the possible reasons for organizational change? Discuss various strategies for the implementation of change.
3. a) Explain the values, assumptions, and beliefs in OD
b) Discuss the application of system theory in the implementation of OD

UNIT-II

4. What do you mean by action research? Elaborate the steps of the action research model with suitable illustrations.
5. Define organizational development. Explain various phases of OD program in detail.

UNIT-III

6. Define team. State various characteristics of a team. Explain various team interventions for team building. OR
7. What is power? Discuss different faces of power. Critically analyse various theories about the sources of power.

UNIT-IV

8. Discuss various issues involved in the client-consultant relationship with the help of suitable illustrations.
9. Write a detailed note on the following :
 - a) Contemporary issues in OD.
 - b) Future of OD.

SECTION-C

10. Case study :

Can employees really manage themselves? At W.L. Gore and Associates self-managed teams have helped create a thriving business that has operated profitably for more than 50 years. Gore is a manufacturer that develops innovative solutions for demanding environments. Focusing primarily on protective fabrics, Gore products might be found in clothing worn on a hike up Mt. Everest or in medical implants for the human body. You may have encountered their best-known product, Gore-Tex fabric, in a pair of gloves that keep your hands warm in even the coldest temperatures. Self-management is not just a trend at Gore, it is a management structure that has been in place since the company was founded in 1958. The company has no titles, no bosses, and no hierarchy. Employees work in self-managed teams of 8 to 12 employees and they make all of the decisions including hiring and pay. This structure was created by company founders Wilbert "Bill" Lee and Genevieve Gore when they established the company to combat traditional management practices and encourage innovative thinking. There is a CEO and some respected leaders, but otherwise, no clear management structure exists. The current CEO Terri Kelly stepped into the role in 2005 after 22 years with the company. While she is in charge, she was selected in a peer-driven process.

Why does it work? In this self-managed environment, employees are committed to make the organization a success and everyone is working in the company's best interest. Employees are all partial owners of the company, which encourages them to focus on the company's success. Each employee has the freedom to decide what they will work on, but they also must make a commitment to deliver. There are leaders in the organization, but they are determined by who is willing to follow them. The test of leadership is, if you call a meeting, does anyone show up?

Self-management could easily turn into chaos, especially with more than 10,000 employees. However, Gore has a culture that reinforces the expectations for the performance of the self-managed teams. The company has established norms of behavior and expected guidelines to follow. It often takes more time for decisions to be made because of the need for team buy-in when making the decision. However once decisions are made, actions are completed more quickly because the buy-in already exists. The self-managed teams at Gore aren't built easily. They spend a lot of time coming together building relationships and building trust. This foundation of trust helps the team work better together, as everyone knows everyone else is working toward the same goals.

Could any company duplicate Gore's management practices? Probably not, say many management experts. Self-managed teams aren't effective in just any company. Self-managed teams are most appropriate in organizations where innovation is strategically important. They are also a useful structure in environments that change rapidly. Finally, for self-managed teams to be a success, a company must also have strongly shared values that direct work activities.

(512) 1612

Questions :

- Would you want to work at W.L. Gore and Associates? Why or why not?
- Why are self-managed teams effective at Gore?
- What are challenges for organizations that have self-managed teams?

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.