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**Fourth Semester MBA Degree Examination, Dec.2015/Jan.2016**  
**Organization Development and Change**

Time: 3 hrs.

Max. Marks: 100

**Note: 1. Answer any THREE full questions from Q.No.1 to Q.No.6.**  
**2. Question No. 7 and 8 are compulsory.**

- 1 a. Define organization change. (03 Marks)  
b. Elaborate on the forces of change. (07 Marks)  
c. Describe the different types of change. (10 Marks)
- 2 a. What are parallel organizations? (03 Marks)  
b. Elucidate on the four approaches to change. (07 Marks)  
c. Elaborate on the pitfalls in implementation of change. (10 Marks)
- 3 a. What is coaching? (03 Marks)  
b. Give a writeup on technostructural interventions. (07 Marks)  
c. Who is an OD practitioner? List out the qualities required for an OD practitioner. (10 Marks)
- 4 a. What is survey feedback? (03 Marks)  
b. Explain the individual level diagnosis within an organization. (07 Marks)  
c. Elaborate on the various steps in the OD process with an example. (10 Marks)
- 5 a. What is downsizing? (03 Marks)  
b. Elaborate on the properties of open systems model. (07 Marks)  
c. Explain the Kurt Lewins model of change. (10 Marks)
- 6 a. What is organizational learning according to Peter Senge? (03 Marks)  
b. Describe the features of OD. (07 Marks)  
c. Explain the role of OD professionals and the ethics to be followed by them. (10 Marks)
- 7 a. Assume that you are the OD consultant. How do you apply Kurt Lewin's model and bring about a change in weekly holiday. (10 Marks)  
b. Write a note on OD practices of any health care organization known to you. (10 Marks)

**8 Case Study:**

Star Motor company was on the brink of bankruptcy when a UAE based auto maker installed Mr. Singh as the effective head of SMC. Along with known problems of high debt. Singh saw that SMC's managers have no apparent sense of urgency to change.

His challenge was to act quickly, minimize the resistance. He knew if he tried to dictate changes, the efforts would back fire.

To resolve the dilemma, Singh formed 9 cross functional teams of 10 middle managers each and gave them the mandate to identify innovative proposals for a specific area within 3 months. Each team could form sub teams with additional people. After a stone start – company managers were not accustomed to such authority or working with colleagues across functions or cultures. The teams submitted bold plans. Although risk Singh accepted all the proposals.

Singh added his own commitment to the plan and said that if we did not fulfill our commitments he would resign.

Questions:

- a. If you were an employee for SMC, how would you resist. Why? (07 Marks)
- b. Was the mode of change opted right or wrong? Justify. (07 Marks)
- c. Explain the change process related to SMC. (06 Marks)