

Code No: **21BA4T6HB****II MBA - II Semester – Regular / Supplementary Examinations  
MAY 2024****ORGANIZATIONAL DEVELOPMENT & CHANGE  
MANAGEMENT**

Duration: 3 Hours

Max. Marks: 70

- Note: 1. This question paper contains three Parts-A, Part-B and Part-C.  
2. Part-A contains 8 short answer questions. Answer any **Five** Questions.  
Each Question carries 2 Marks.  
3. Part-B contains 5 essay questions with an internal choice from each unit.  
Each Question carries 10 marks.  
4. Part-C contains one Case Study for 10 Marks.  
5. All parts of Question paper must be answered in one place

BL – Blooms Level

CO – Course Outcome

**PART - A**

		BL	CO
1. a)	Define Organizational change.	L2	CO1
1. b)	Explain about System autonomy.	L2	CO2
1. c)	Define intervention.	L2	CO3
1. d)	List about negotiated labour.	L2	CO4
1. e)	Define Virtual team.	L2	CO5
1. f)	List out the competencies for OD practioners.	L2	CO1
1. g)	Define OD strategy.	L2	CO4
1. h)	Define team leadership.	L2	CO5

## PART – B

			BL	CO	Max. Marks
<b><u>UNIT – I</u></b>					
2.	a)	Analyze the Evolution of Organizational change.	L4	CO1	5 M
	b)	Outline the models of Planned change.	L4	CO1	5 M
OR					
3.	a)	Examine the growth of organizational development.	L4	CO1	5 M
	b)	Analyze the role of OD practitioner in enhancing organizational development.	L4	CO1	5 M
<b><u>UNIT – II</u></b>					
4.	a)	Identify the significance of Flow diagramming techniques in mapping change.	L3	CO2	5 M
	b)	Identify the significance of Total Project Management Model.	L3	CO2	5 M
OR					
5.	a)	How do you develop intervention strategy?	L3	CO2	5 M
	b)	Identify importance of learning organization.	L3	CO2	5 M
<b><u>UNIT-III</u></b>					
6.	a)	Identify the nature of OD.	L3	CO3	5 M
	b)	Examine person focused OD interventions.	L3	CO3	5 M
OR					
7.	a)	Examine the challenges of OD Practitioners.	L3	CO3	5 M
	b)	Identify the OD strategy in planned change.	L3	CO3	5 M
<b><u>UNIT – IV</u></b>					
8.	a)	Examine the changes in legal frame work of collective bargaining.	L4	CO4	5 M

	b)	Analyze the challenges of work relations.	L4	CO4	5 M
<b>OR</b>					
9.	a)	Examine about negotiated flexibility.	L4	CO4	5 M
	b)	Distinguish between the productive bargaining and collective bargaining.	L4	CO4	5 M
<b><u>UNIT – V</u></b>					
10.	a)	Analyze the importance of team building.	L4	CO5	5 M
	b)	Identify the role of consultant in modern organizations.	L4	CO5	5 M
<b>OR</b>					
11.	a)	Analyze the role of cultural diversity with references to teams.	L4	CO5	5 M
	b)	Examine the characteristics of virtual teams.	L4	CO5	5 M

### **PART –C**

		BL	CO	Max. Marks
12.	The Reluctant CEO to reduce cost and improve customer service, a financial group wanted to consolidate its customer contact centers across several divisions. A consultant was hired to support the effort and to prepare implementation plans. The project before began when rumor spread through several departments that this organizational change was not good for the company. Supervisors and key managers in the existing customer care centers began resisting the change. In some cases they would not show up for design reviews or miss key decision-making meetings. Information requested by the consultant and the design team was withheld or half-complete. At breaks and around the coffee pot, employees complained about potential leadership changes. Both employees and	L3	CO3 CO5	10 M

	<p>managers were distracted from their day-to-day work and productivity suffered. Key managers were rumored to quit if the change was implemented. The consulting firm met with the CEO, repeatedly warning that this resistance would undermine his change and would ultimately begin to affect customers. The CEO, however, was reluctant to become personally involved. He viewed change management as the job of his project team and the consultant, and not the responsibility of the head of the company. After several months of difficulties and delays, the consultants finally declared the consolidation in jeopardy. With the project at a stand-still, the CEO requested an emergency briefing with his leadership team. To prepare for this status report, the consultants conducted interviews with key managers throughout each department. They quickly identified a manager in an existing customer care center who viewed his job at risk with the potential change. Arguments against the change initiated by this manager were spreading throughout the ranks. His supervisors were the same people who were presumably threatening to leave the organization. Even armed with this information, the CEO remained reluctant to take definitive action. The only recourse at this stage was reassignment or termination of this manager. Both options could have negative fall-out for the company and the affected manager. The CEO was faced with a stalled project and a potentially lose-lose decision for a long-tenured manager.</p> <p><b>Questions:</b></p> <ol style="list-style-type: none"> <li>1) What mistakes CEO has made in this case?</li> <li>2) What solutions do you provide to reduce resistance to change?</li> </ol>			
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