

Code: 17BA4T6HB

II MBA - II Semester-Regular Examinations – April 2019

**ORGANIZATIONAL DEVELOPMENT & CHANGE
MANAGEMENT**

Duration: 3 hours

Max. Marks: 60

SECTION - A

1. Answer the following:

5 x 2 = 10 M

- a) Outline Levin's Change Model.
- b) What is flow chart?
- c) What is an intervention?
- d) Define social security.
- e) List and two differences between team and groups

SECTION – B

Answer the following:

5 x 8 = 40 M

2. a) Discuss the methods of overcoming resistance to organizational change.

(OR)

- b) Determine the role of OD practitioner in facilitating change management.

3. a) Discuss the strategies to build a learning organization.

(OR)

- b) Outline and explain Total Project Management Model.

4. a) Distinguish person focused and role focused OD interventions.

(OR)

b) What is OD Intervention? Discuss any two types of Intervention and their significance to the organization.

5. a) Explain the role of collective bargaining in overcoming the challenges of globalization in India.

(OR)

b) Discuss the importance of public sector bargaining and social security.

6. a) What are the characteristics of an effective team?

(OR)

b) Explain the significance of formal and informal groups in an organization.

SECTION-C

7. Case Study

1x10=10 M

Mr. Krishna Rao was utterly baffled. He took over office four months ago and has since initiated several changes all of which are good. His main intentions in making the changes were that the office should look more professional and the employees should be facilitated to become productive without making them work too hard. The office now indeed looks more spacious with new layout, and in fact, his colleagues from the other departments who pass by, comment on how nice and professional the office looked! Mr. Rao had put the secretaries desks close to their bosses cabins so that

they did not have to walk up and down all the time. Previously, they were huddled together in the secretaries pool, and whenever they had to take dictation - which was several times a day - they had to walk quite a bit. He also purchased new calculating machines for the department which are quick, efficient, and accurate, so that the assistants now do their calculations without making mistakes. In fact, he had just placed an order for a high-speed computer which would take away the boredom and monotony of all the laborious human calculations and would be a boon to all. Actually, once the computer is installed, the managers will not have to be dependent on the lower level staff. Whatever statistics or information the managers need, the computer will generate the data in no time at all. And the computer manufacturer was going to offer free programming sessions for all those who wanted to attend them. Manuals will also be made available to all the staff. It was the best of all possible worlds for the entire department and Mr. Rao could not understand why the staff was not more enthusiastic and some actually seemed rather unhappy.

Questions:

- i) Identify the problems in this case.
- ii) What kind of changes were prescribed by Mr. Rao and why?
- iii) Discuss why the changes did not produce the desired results in this situation.
- iv) If you were Mr. Rao, how you would have handled the situation?