

Code No: **21BA4T6HB**

II MBA - II Semester - Regular Examinations - JULY 2023

**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 Development. | L1 | CO1 |
| 1. b) | What is systematic Mapping? | L2 | CO2 |
| 1. c) | What is planned change? | L2 | CO3 |
| 1. d) | List about work relations. | L1 | CO4 |
| 1. e) | Define team building. | L1 | CO5 |
| 1. f) | What is planned change? | L2 | CO1 |
| 1. g) | Define OD intervention. | L1 | CO4 |
| 1. h) | What is Negotiated change? | L2 | CO5 |

PART – B

| | | | BL | CO | Max. Marks |
|------------------------|----|--|----|-----|------------|
| <u>UNIT – I</u> | | | | | |
| 2. | a) | Analyze the importance of Organizational change. | L4 | CO1 | 5 M |

| | | | | | |
|-------------------------|----|---|----|-----|-----|
| | b) | Outline the theories of Planned change. | L4 | CO1 | 5 M |
| OR | | | | | |
| 3. | a) | Examine the history of organizational development. | L4 | CO1 | 5 M |
| | b) | Explain the role of professional ethics in OD. | L4 | CO1 | 5 M |
| <u>UNIT – II</u> | | | | | |
| 4. | a) | Identify the significance of Flow diagramming techniques. | L3 | CO2 | 5 M |
| | b) | Develop the strategies to build learning organizations. | L3 | CO2 | 5 M |
| OR | | | | | |
| 5. | a) | How do you use diagramming in systematic investigation? | L3 | CO2 | 5 M |
| | b) | Identify the Total Project Management Model in change management. | L3 | CO2 | 5 M |
| <u>UNIT-III</u> | | | | | |
| 6. | a) | Identify the scope of OD. | L2 | CO3 | 5 M |
| | b) | How do you utilize OD interventions in Indian Organizations? | L3 | CO3 | 5 M |
| OR | | | | | |
| 7. | a) | Construct the difference between role focused and person focused OD intervention. | L3 | CO3 | 5 M |
| | b) | Identify the dynamics in planned change. | L3 | CO3 | 5 M |
| <u>UNIT – IV</u> | | | | | |
| 8. | a) | Explain the changes in management in post liberalization in India. | L4 | CO4 | 5 M |
| | b) | Analyze the challenges of globalization. | L4 | CO4 | 5 M |
| OR | | | | | |
| 9. | a) | Examine the changes in reconstruction of Indian enterprises. | L4 | CO4 | 5 M |

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|------------------------|----|---|----|-----|-----|
| | b) | Distinguish between the public sector bargaining and social security. | L4 | CO4 | 5 M |
| <u>UNIT – V</u> | | | | | |
| 10. | a) | Analyze the nature of team building. | L4 | CO5 | 5 M |
| | b) | Contrast between the self-managed and virtual teams. | L4 | CO5 | 5 M |
| OR | | | | | |
| 11. | a) | Explain the role of consultant in change management. | L4 | CO5 | 5 M |
| | b) | Examine the decision making process in groups. | L4 | CO5 | 5 M |

PART – C

| | | | BL | CO | Max. Marks |
|-----|--|--|----|------------|------------|
| 12. | | Change and Learning at General Electric. General Electric (GE) uses a change acceleration process (CAP) training program taught at its Croton Ville (Ossining, NY) facility. The facility was founded in 1956 by Ralph Cordoned, the CEO, to develop a group of general managers. Initially, a single comprehensive advanced management program was offered. In 1981 when Jack Welch became CEO, croton Ville was designated as one of his major change levers. He believed that GE was slow and steady and plagued by bad habits: turf wars, bureaucracy, egos and keeping everything peaceful. Welch wanted Croton Ville to be used to instill values and to stimulate change. Welch wanted managers to undergo a major change in their behaviors. The Croton Ville training course fell into three categories: manager development programs, business unit leadership programs, and global business skills programs. CAP programs were special and were based on Levin’s force field theory. 3 After years of presenting CAP, a GE seven step model of change was | L4 | CO3 CO5 | 10 M |

launched in the early 1990s. All participants come to CAP in teams, and each team brings a problem of its own to solve. As a check on learning Welch receives list of all current projects. Welch believes that sending teams to a development program that emphasizes change is the only way for behavior to be modified. A changed team will return to the work setting and make changes. A changed person returning to a work setting with a team that has not been trained has little chance of introducing any change. Typically, the eight to twelve persons team study, debate, and learn from other teams. The GE seven step change model used in CAP trains and teaches: 1. Leading change 2. Creating a Shared Need 3. Shaping a Vision 4. Mobilizing Commitment 5. Making Change Last 6. Monitoring progress 7. Changing Systems and Structures. The model is simple and easy for the trainees to grasp and find uses for back in the work setting. In learning the process and undergoing the CAP program, team members also learn specific tools for presentations, time management, quality audits, customer relations techniques, vision preparation, and conflict resolution. When a GE manager leaves Croton Ville, he or she knows the CAP model, can apply specific tools, and is more closely bonded to the team. The teams also prepare action steps and schedules for use back in the work setting.

Questions:

1. How do you rate the GE concept of sending teams instead of individuals to the CAP program at Croton Ville?
2. What type of learning occurs in a training program such as GE's?
3. Why would Lewin's force field theory still play a role in training programs offered in the twenty-first century