

Code: 17BA4T6HB

**II MBA - II Semester-Regular/Supplementary Examinations –
September 2020**

**ORGANIZATIONAL DEVELOPMENT & CHANGE
MANAGEMENT**

Duration: 3 hours

Max. Marks: 60

SECTION - A

1. Answer the following:

5 x 2 = 10 M

- a) List any three reasons for resistance to change.
- b) Who is a change agent?
- c) What is Gantt chart?
- d) What is the primary goal of the collective bargaining process?
- e) What is decision making?

SECTION – B

Answer the following:

5 x 8 = 40 M

2. a) Discuss Leavitt's System Model, Burke Litwin Model of change with example.

(OR)

- b) Outline the evolution of OD in detail.

3. a) Explain the importance of strategic intervention model.

(OR)

b) Explain the role of force field analysis in change management.

4. a) Explain the nature and scope of OD.

(OR)

b) Discuss the various challenges faced by OD practitioners.

5. a) Explain in detail about Administration of collective bargaining agreements.

(OR)

b) Define the term negotiation and explain the different strategies employed in negotiation.

6. a) Elaborate various techniques and exercises used in team building.

(OR)

b) Illustrate the stimulating forces for change agents.

SECTION-C

7. Case Study

1x10=10 M

Read the case given below and answer the questions given at the end.

The middle managers of a large firm were told by the corporate human resources office that a group of consultants would be calling on them later in the week. The purpose of the consultants' visit

would be to analyze inter functional relations throughout the firm. The consultants had been very effective in using an OD intervention called team building. Their particular approach used six steps. When their approach was explained to the managers, a great deal of tension was relieved. They had initially thought that team building was a lot of hocus-pocus, like sensitivity training, where people attack each other and let out their aggressions by heaping abuse on those they dislike. By the same token, these managers generally felt that perhaps the consultants were not needed. One of them put it this way: “Now that we understand what is involved in team building, we can go ahead and conduct the sessions ourselves. All we have to do is to choose a manager who is liked by everyone and put him or her in the role of the change agent/consultant. After all, you really don’t need a high priced consultant to do this team-building stuff. You just have to have a good feel for human nature.” The other managers generally agreed. However, the corporate human resources director turned down their suggestion. He hired the OD consultants to do the team building.

Questions:

- 1) Bring out the main features of this case. 3 M
- 2) What is a team building approach to organization development? Do you think the managers had an accurate view of this OD technique? 2 M
- 3) Do you think that the managers had an accurate view of the role of external consultants? 2 M
- 4) What will be your plan of action in the situation? 3 M