



P.E.S. College of Engineering, Mandya - 571 401

(An Autonomous Institution affiliated to VTU, Belagavi)

Fourth Semester, Master of Business Administration (MBA)

Semester End Examination; June - 2017

Organizational Change and Development

Time: 3 hrs

Max. Marks: 100

Note: Answer all FOUR full questions from PART-A and PART-B (Case study) is Compulsory.

PART - A

- 1 a. Define Organizational Change and Explain the two forces of change. 10
 b. Explain the steps in Planned change. 10

OR

- 2 a. Explain the different types of Organizational change. 10
 b. Describe force field analysis and explain its steps. 10
 3 a. Define OD and explain its characteristics. 10
 b. Who is OD practitioner and what are its competencies? 10

OR

- 4 a. Explain OD process. 10
 b. Explain the different types of OD Interventions. 10
 5 a. Discuss Action research in OD. 10
 b. Explain the Five Learning Disciplines. 10

OR

- 6 a. Explain Kurt Lewin's Theory. 10
 b. Explain the OCTAPACE model in climate survey? 10
 7 a. What is Career Planning? Explain the Career life cycle? 10
 b. Define structural design, Downsizing, Reengineering. 10

OR

- 8 a. "Quality management and OD complement each other" Elucidate. 10
 b. State and explain the measures to control quality cycle. 10

PART – B (Compulsory)**Case Study:**

9. An organization made an external hire for Director of a 120 person department. The director quickly made changes in how the work was performed resulting in serious employee dissatisfaction. Internal customers also complained about the changes. We were brought into coach the director. After some initial sessions, we then interviewed each director report. We designed a workshop to address issues and suggestions for improving communication with this team. The Myers Briggs Type Inventory was taken by the team and results were shared in the workshop. There were many “ah ha” moments where the Director and dept. managers gained insight about each others preferences in making decisions, sharing info in staff meetings etc. The director modified his approach and the team members began to trust and have confidence in his willingness to listen and flex his approach.

Questions:

- a. Bring out the main features of this case. 10
- b. What do you think has gone wrong? 10

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