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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; May / June - 2019

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. How the resistance to change is minimized? What are the various strategies adopted by the management to reduce resistance to change? 10

b. Explain the Force Field Model of change management. 10

OR

2 a. Explain 'Techno-Structural' approach to OD with diagram. 10

b. Discuss about the organizational change and its effect on employees. 10

3 a. What are the implications of OD values and assumptions? Explain. 10

b. What is Action Research? Explain the steps involved in its process. How it supplements OD? 10

OR

4 a. Explain survey feedback and discuss its importance in OD. 10

b. What do you understand by team interventions? Illustrate the various types of team interventions. 10

5 a. Discuss about third party intergroup intervention with examples. 10

b. What are parallel learning structures? Give examples. 10

OR

6 a. Elucidate the concept of OCTAPACE model. 10

b. What is sensitivity training? List out various advantages and disadvantages. 10

7 a. Discuss about the relevance of quality of work life. Also explain about the effect of recent trends on quality of work life of employees. 10

b. List out different types of structural intervention and explain about any two types. 10

OR

8 a. Write a detail note on process of Grid organization development. 10

b. Discuss about the phases of organizational transformation and explain its objectives and challenges to organization. 10

Contd...2

PART - B (Case study - Compulsory)

9. Ramsey Soft Ltd., a software services company primarily providing data management services to corporate clients located in London, Australia and New Zealand, is having plans for expanding its business by moving into different markets located in East European Countries. The primary goal is to tap the software services potential in countries such as Bulgaria and Yugoslavia. Mr. Krunal Kapoor the Sr. Vice President strategic development is assigned the task of designing and developing offshore organization structure for these countries. Mr. Kapoor hired the services of camel consulting services for implementing the necessary organization set-up. Mr. Kapoor has been of the opinion that some existing employees need to be deputed to start the organizational processes initially and later on these employees would recruit local talent so that organization can take advantage of the cultural merger of the local talent while transiting with the client in these countries. The camel consulting service is required to develop a suitable OD plan so that the organizational transition can be smooth.

Questions:

- a. What are the cultured diversity issues to be addressed by camel consulting?
- b. What are the challenges for camel consulting in designing suitable OD strategy?
- c. What would be best OD approach to meet 'Ramsey' requirements?

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