

**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; July / Aug. - 2022****Organizational Change and Development**

Time: 3 hrs

Max. Marks: 100

Course Outcomes*The Students will be able to:**CO1 – The Students will be able to demonstrate understanding and application of OD concepts and models for bringing in planned changes.**CO2 – The Students will demonstrate to diagnose organizational problems.***Note:** Answer all **FOUR** full questions from **PART - A** and **PART - B** (Case Study) is compulsory.

Q. No.	Questions	Marks	BLs	COs	POs
PART - A					
1 a.	Define organizational change? Explain the causes of organizational change.	10	L2	CO1	PO3
b.	Discuss the process of Organizational change.	10	L2	CO1	PO3
OR					
2 a.	Explain the reasons for resistance to organizational change.	10	L3	CO1	PO3
b.	Explain Laizzes faire and collaborative approach to organizational change.	10	L3	CO1	PO4
3 a.	Explain the characteristics of OD.	10	L3	CO2	PO3
b.	Explain the steps in the process of OD.	10	L3	CO2	PO2
OR					
4 a.	Sketch the overview of OD interventions.	10	L3	CO2	PO3
b.	Explain six box model of OD diagnosis.	10	L3	CO2	PO2
5 a.	Suggest guidelines for effective implementation of OD.	10	L3	CO3	PO2
b.	Explain Action research and third party OD interventions.	10	L3	CO3	PO3
OR					
6 a.	Highlight the steps involved in team building.	10	L4	CO3	PO4
b.	State the advantages and disadvantages of team building.	10	L3	CO3	PO3
7 a.	Describe the technique of T-group training.	10	L3	CO4	PO3
b.	Write a note on life and career planning.	10	L3	CO4	PO4
OR					
8 a.	Self-managed teams ensure efficiency in the organization comment.	10	L5	CO5	PO4
b.	Explain the concept of total quality management.	10	L3	CO5	PO4

PART - B Case Study is compulsory

9. General motors grew from a small organization into a corporate giant within a couple of decades. However, the golden era of GM could not last for long. With the emergence of Toyota, GM is profitability declined. General motors received loan from American and Canadian government. Economic recession of 2000 made the situation worse. GM was forced to close down several brands and sell it out to China based company. US government took over 60% control of GM. In this situation, GM was forced to change and restructure Initially GM cut the Salary of employees. GM tried to introduce the Toyota work culture fixing accountability and responsibility on the employees. The approach of GM was criticized by employees.

Questions:

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|---|----|----|-----|-----|
| a. Apply Kurt Lewin Model to GM's process of change. | 10 | L6 | CO5 | PO5 |
| b. Suggest guideline for effective change management of GM. | 10 | L5 | CO5 | PO5 |

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