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

(An Autonomous Institution affiliated to VTU, Belgaum)

Fourth Semester –Master of Business Administration (MBA)

Semester End Examination; June/July - 2015

### Organizational Change and Development

Time: 3 hrs

Max. Marks: 100

*Note: Answer FOUR full questions from PART – A and PART – B (Case Study) is compulsory.*

#### PART – A

- 1 a. Define Organizational Development. Explain the implications of OD. 10  
 b. What is an Intervention? Discuss Team interventions in detail. 10

#### OR

- 2 a. What are the various results one can expect from OD Interventions? 10  
 b. Explain structural interventions in detail. 10  
 3 a. Discuss the model of Kurt Lewin's planned change. Discuss the steps in planning model. 10  
 b. How do managers overcome/handle the problem of resistance to change? 10

#### OR

- 4 a. What are the various triggers for change? 10  
 b. Explain the Weisbord's model of organizational diagnosis. 10  
 5 a. Explain the OCTAPACE model in climate survey. 10  
 b. State and explain the training based interventions. 10

#### OR

- 6 a. Discuss Beckhard's confrontation meeting. 10  
 b. Explain Grid OD. 10  
 7 a. What are various factors leading to resistance to change? 10  
 b. Explain the characteristics of OD. 10

#### OR

- 8 a. Write a note on Third party interventions. 10  
 b. Discuss Action research in OD. 10

**PART – B**

**Case Study (Compulsory)**

9. Sanket electronics is medium scale industry in the fast developing Satpur industrial estate. The workforce in this organization has an average age of 49 years, average service of 20 years, and an average educational level of fourth/fifth standard. Due to old Technology, the company is in financial problems and decides to go for new technology and terminate workers. Most of the workers are well skilled in their own jobs, due to long experience. Some of them have approached the management with a proposal to resign provided their own son/daughter gets employed by the company, if not; they will resist the management's decision. The manager Mr. Rajaram is apprehensive about workers behavior.

**Questions :**

- i) Present the facts of case. 5
- ii) What aspects should be considered by the management before taking a decision? 5
- iii) How do you suggest introducing planned change? 5
- iv) Discuss the role of Mr. Rajaram as change agent in the organization. 5

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