



## 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 - 2016**

**Organizational Change and Development**

*Time: 3 hrs*

*Max. Marks: 100*

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

### PART - A

- 1 a. Define OD. Discuss organization evolution and change cycle. 10  
 b. Explain Kurt-Lewin theory. 10

### OR

- 2 a. Discuss the reasons for why people resistance to change. 10  
 b. Discuss briefly the force field analysis. 10  
 3 a. Explain characteristics of OD. 10  
 b. Explain process of OD. 10

### OR

- 4 a. Which are different types of OD Interventions? 10  
 b. Define structural design downsizing Re-engineering. 10  
 5 a. Discuss Action research in OD. 10  
 b. Discuss Third party peacemaking interventions. 10

### OR

- 6 a. Discuss organization mirror Interventions. 10  
 b. Discuss life and career planning. 10  
 7 a. Explain the OCTAPACE model in climate survey. 10  
 b. Discuss coaching and monitoring. 10

### OR

- 8 a. Define MBO. Explain parallel leaning structure. 10  
 b. Discuss quality circles and quality of work life projects. 10

**PART - B****9. Case Study: Compulsory:**

An organization made an external hire for Director of a 120 persons 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 in to coach of Director. After some initial sessions, we then interviewed each direct 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 are many “ah ha” moments where the director and dept. managers gained insight about each other’s preferences in making decisions, sharing info in staff meetings, etc.

The director modified his approach and the term members began to trust and have confidence in his willingness to listen and flex his approach.

**Answer the following :**

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

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