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**Roll No. ....**

**MB-402(H1)**

**M. B. A. (FOURTH SEMESTER)**

**END SEMESTER**

**EXAMINATION, May, 2023**

**ORGANIZATIONAL CHANGE AND  
DEVELOPMENT**

**Time : Three Hours**

**Maximum Marks : 100**

**Note :** (i) This Question paper contains two sections—Section A and B.

(ii) Both sections are compulsory.

(iii) Answer any *two* sub questions among (a), (b) and (c) in each main question of Section A. Each question carries 10 marks each.

(iv) Section B consisting of case study is compulsory. Section B is of 20 marks.

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**Section—A**

1. (a) What do you mean by Organizational change ? Discuss its nature and recent trends. (CO1)
- (b) "Organizational development is a process of solving Organizational problems" How ? (CO1)
- (c) Write short notes on the following : (CO2)
  - (i) Turn around management
  - (ii) Mergers and Acquisition
2. (a) Analyze and discuss the characteristics and need of OD. (CO2)
- (b) Explain the types of Organizational changes in detail. (CO2)
- (c) Develop Integrative Model of planned Change, explaining each step in detail. (CO2)
3. (a) What are the benefits of managed organizational change ? (CO3)
- (b) Determine the different internal forces of change with relevant examples. (CO3)

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- (c) Explain the role of Organizational culture in the transformation of an Organization. (CO3)
4. (a) Summarize why do people and organizations resist change ? Describe few methods of managing resistance to change. (CO4)
- (b) Evaluate the characteristic/features of action research process ? How do these features make action research a unique approach of planned change ? Support your answer with. (CO4)
- (c) Differentiate between Strategic change and Transformational change with relevant examples. (CO4)

**Section—B**

5. **Case Study (Compulsory) : (20 Marks) (CO5)**  
**Go through the case and answer the following questions.**  
Victor is the head of a division in a state agency has been in his management position for 15 years and has worked his way up to his

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current position. Throughout his career, he has seen many people leave and join the department. He has stayed because he enjoys public service and working with familiar faces in the agency. He also knows that he brings his many years of experiences in a public agency to the table when solving problems. His personality fits the working environment of a state agency; he likes working with the familiarity of rules and procedures. Victor is proud of his service, but he is really looking forward to his retirement, which, for him, is not coming soon enough. Within the last few years, lots of changes have occurred on a department level that is also changing much of the familiar procedures, rules, and norms that Victor has been accustomed to during his 25 years in the department. Some of these changes include hiring younger staff, reorganization of job responsibilities, performance plans to increase staff competencies and skills in new areas, and recent layoffs to help balance the budget. As

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part of his attempt to make his mark on the division, and to bring in past experiences that he thinks can be of value, Victor proposed numerous ideas for the division at a staff meeting. His staff-which, in recent years, has become increasingly more diverse in demographics and cultural backgrounds-suggests improvements and changes to his ideas. They are not so sure that his changes are the most appropriate given the overall strategic directions of the department. Furthermore, they are not sure how they can implement strategies when the ideas call for outdated resources and technology. Some of the younger staff members are more vocal and mention recent trends and practices in strategic thinking that could be more beneficial to accomplishing the division goals.

- (i) What cultural assumptions fuel Victor's perspective as a leader of a state agency ?
- (ii) Where does Victor's motivation to lead come from ?

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