Mid Semester Examination

Name of the Program: **MBA**   *Semester:* **IVth Semester**

Name of the Paper: **Organizational Change & Development**   *Course Code:* **MB-402(H1)**

Time: 1:30 Hours

MM: 50

Note:
(i)   This question paper contains two sections.
(ii) Both sections are compulsory.

Section – A

Q1. Choose the right answer.   (1 X 10 = 10 Marks)

1. The process of managing organizational change can be done with the aid of:
    a. Lewin's Change Management Model
    b. The McKinsey 7-S model.
    c. Kübler-Ross' change curve
    d. All of above.

2. Which of the following is not an organizational development intervention programme?
    a. Team-building
    b. Survey feedback
    c. Leadership development
    d. All of the above

3. _____ are the building blocks of organizations.

    a. Work teams
    b. Individuals
    c. Systems
    d. None of the above

4. Which one of the following is not a stakeholder in an organizational development process?
    a. Customers
    b. Suppliers
    c. Government agencies
    d. None of the above

5. What are the three steps of Lewin's three-step model?
    a. Naïve, planned and emergent steps
    b. Building blocks, iceberg and river
    c. Unfreezing, movement and freezing
    d. Beg, steal and borrow

6. Organization deals with _____ & _____ problems
   a. People & Work System
   b. People & Customer
   c. Work System & Customer
   d. People and strategic
7. OD seeks to improve functioning of _____
   a. Individuals
   b. Teams
   c. Organizations
   d. All of the above
8. The OD Practitioner plays the role of a _____
   a. Facilitator
   b. Educator
   c. None of the above
   d. Both a and b
9. OD values tend to be: -
   a. Humanistic
   b. Pragmatic
   c. Pessimistic
   d. Autocratic

10. Organization Development has the following major stem(s): -
    a. Invention of the t group and innovations in the application of laboratory training insights to complex organizations
    b. Invention of survey feedback technology
    c. Both a & b
    d. None of the above

Section – B

Note:
(i) Answer **all the questions** by choosing *any one of the sub questions*.
(ii) Each question contains three parts a, b & c. Attempt any one part of choice **a & b** from each question and part **c** is compulsory of each question.

Q.2	(10 Marks)	
a)	Though it is said that change is the only permanent thing, a majority of us still have a tendency to resist it. Why? What can organizations do to overcome this resistance?	CO1, CO2
	OR	
b)	People have varied set of reactions when confronted with change. Discuss?	
c)	**Case let (Compulsory)** (10 Marks) Two episodes to read: Episode 1 We saw an industrial engineer and a manufacturing operator construct and test the engineer's product. Engineer and operator spoke everyday. Engineers often suggested product modifications, discussed them with operators, and then asked them to test them. It was also usual for the operator to acquire an idea while working and pass it on to the engineer, who would evaluate it and sometimes encourage the operator to attempt it.	

Episode 2
Another engineer approached the plant operator. This engineer had never met the production operator. Because of his technical abilities, he was invited to examine a new product's problem. He changed one of the product's pieces to eliminate the problem and prepared some using his new way. I'll explain.
He approached the production operator with the new components and gestured for her to attempt constructing units with them. The operator assembled a portion. She didn't handle the portion carefully. After assembling the device, she told the new engineer. 'It doesn't work'. The new engineer suggested another component. Again, it failed. She assembled units using fresh parts. She treated them roughly. They failed. She told the engineer the new product didn't function again. The engineer left, and the operator subsequently told the original engineer that his plan was bad.

Questions
1. What does these two episodes indicate?
2. Discuss the above case in the lights of Change management and HRM.

Q.3		**(10 Marks)**	
a)	Explain in detail the models and theories of planned change.		**CO1, CO2**
	OR		
b)	It is difficult to find same organizational culture in two different organizations, even if they are in the same line of business. Discuss.		
c)	**Case let/ (Compulsory)**	**(10 Marks)**	

The personnel office of Prasant Chemicals limited informed middle managers in a circular that team-building consultants would be calling later in the week. Consultants would emphasise teamwork and intergroup interactions throughout the company. The information also explained the five-step process of team building: problem sensing, examining differences, giving and receiving feedback, developing interactive skills, and follow-up actions. The circular includes a note on team building's success.

Middle managers felt tense when they received the circular because they thought team building was hocus-pocus, like sensitivity training exercises where participants attacked each other and abused those they disliked. Managers didn't think team-building specialists were necessary. Now that we understand team building, we can run our own sessions, said one manager. To be a change agent/consultant, we just need a popular manager. Team-building doesn't require expensive consultants. You're good with people. Most managers agreed. The corporate personal director rejected their suggestion and hired consultants anyway.

Q1. Why did middle managers show resistance to team building approach of organisation development?

Q2. Do you think the managers had accurate view of team building concept and role of external consultant in that?