

(4).

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dislike. By the same token, these managers generally felt that perhaps the consultants were not needed. One of them put it this way : "Now that we understand what is involved in team building, we can go ahead and conduct the sessions ourselves. All we have to do is to choose a manager who is liked by everyone and put him or her in the role of the change agent/consultant. After all, you really don't need a high priced consultant to do this team-building stuff. You just have to have a good feel for human nature." The other managers generally agreed. However, the corporate human resources director turned down their suggestion. He hired the OD consultants to do the team building.

*Questions :*

- (a) Formulate the main features in the case.
- (b) Discuss team building approach to organization development. Do the managers had an accurate view of this OD Technique ?

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

**MID SEMESTER**

**EXAMINATION, May, 2023**

**ORGANIZATION CHANGE AND  
DEVELOPMENT**

**Time : 1½ Hours**

**Maximum Marks : 50**

- Note :** (i) This question paper contains two Sections—Section A and Section B.
- (ii) Both Sections are compulsory.
- (iii) Answer any *two* sub-questions among (a), (b) & (c) in each main question of Section A. Each sub-question carries 10 marks.
- (iv) Section B consisting of Case Study is compulsory. Section B is of 20 marks.

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(2)

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**Section—A**

1. (a) Define change. How organizational change does not occur in vacuum ? There are a number of factors operating both within and outside the organization. (CO1)
- (b) Why do people and organizations resist change ? Describe few methods of managing resistance to change. (CO1)
- (c) Write short notes on the following : (CO1)
  - (i) Strategic Change
  - (ii) Transformational Change
2. (a) Construct and discuss Lewin's Process of Organizational Change model in detail. (CO2)
- (b) Identify and discuss the types of Organizational Change in detail. (CO2)
- (c) Develop Systems Model of Change Management, explaining each step in detail. (CO2)
3. (a) Examine the necessary steps involved in Action Research Model. (CO3, CO4)

(3)

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- (b) Determine the different external forces of change with relevant examples. (CO3, CO4)
- (c) Explain the steps organization take to overcome resistance to change. (CO3, CO4)

**Section—B**

4. **Case Study (Compulsory) :** (CO5)  
Go through the case and answer the following questions :  
The middle managers of a large firm were told by the corporate human resources office that a group of consultants would be calling on them later in the week. The purpose of the consultants' visit would be to analyze interfunctional relations throughout the firm. The consultants had been very effective in using an OD intervention called team building. Their particular approach used six steps. When their approach was explained to the managers, a great deal of tension was relieved. They had initially thought that team building was a lot of hocus-pocus, like sensitivity training, where people attack each other and let out their aggressions by heaping abuse on those they

*P. T. O.*