



End Term (Odd) Semester Examination November 2025

Roll no.....

Name of the Course and semester:

MBA-IIIRd Semester

Name of the Paper:

Organizational change and development

Paper Code:

MBA 303-HR-3

Time: 3 hour

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 from a, b & c in each main question of Section A. Each sub question carries 10 marks.
- (iv) Section B, consisting of a case study, is compulsory. It is of 20 Marks.

PART – A

Q1. (20 Marks)

- a) Define Organizational Change. Explain its importance in modern business organizations. (CO1)
- b) What are the types of organizational change? Give suitable examples. (CO3)
- c) Explain the role of managers in managing change effectively. (CO1)

Q2. (20 Marks)

- a) Apply Lewin's Force Field Model to a situation where an organization is implementing digital transformation. (CO2)
- b) Describe Kotter's Eight-Step Model and its application in change management. (CO1)
- c) Illustrate with an example how resistance to change can be minimized through effective communication. (CO4)

Q3 (20 Marks)

- a) Analyze the various factors leading to organizational change in today's dynamic environment. (CO3)
- b) Evaluate the success of OD interventions in improving organizational performance. (CO2)
- c) Compare the 7-S Model and Action Research Model in the context of OD implementation. (CO5)

Q4 (20 Marks)

- a) Design an OD intervention plan to improve employee morale and productivity. (CO4)
- b) Critically evaluate the role of an OD consultant in managing organizational transformation. (CO6)
- c) Suggest innovative OD strategies suitable for Indian corporate culture. (CO4)



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PART - B

Q.5. CASE STUDY (CO5 & CO6)

(20 Marks)

Read the following case carefully and answer the questions that follow.

XYZ Manufacturing Ltd., a mid-sized automobile component company, had been a market leader for nearly two decades. However, in the last five years, it started facing severe competition from technologically advanced firms adopting automation, data analytics, and AI-driven processes. The company's traditional structure and resistance to change among senior managers posed significant challenges to adopting new technologies.

In response, the top management decided to initiate an organizational development (OD) intervention aimed at digital transformation. A consulting firm was hired to facilitate the process. The OD consultant conducted a detailed diagnosis and recommended a mix of structural and behavioral interventions. Training programs, team-building exercises, and process re-engineering were initiated. However, resistance persisted, particularly among middle-level managers who feared job loss due to automation. To address these concerns, the HR department introduced re-skilling initiatives and transparent communication channels.

After 18 months of continuous effort, the company began to witness positive results — improved productivity, reduced errors, and a renewed sense of collaboration. The leadership realized that OD interventions not only brought technological advancement but also cultural transformation.

Questions:

1. Identify and discuss the major challenges XYZ Manufacturing Ltd. faced during the process of organizational change.
2. Suggest an effective change management strategy based on OD principles that could ensure sustainability of the transformation.