

**PGDM FOURTH SEMESTER EXAMINATION - 2016**

**PAPER BM4.07(H) : ORGANIZATIONAL DEVELOPMENT &  
MANAGEMENT OF CHANGE**

**Time : 3 hours**

**Max. Marks : 75**

*Note : i) Answer ALL the questions.*

*ii) Do as directed in each of the Sections A, B and C.*

*iii) The figures in the right-hand margin indicate marks composition.*

**SECTION-A**

1. Explain any FIVE of the following in about 200 words each : ( 5 x 3 = 15 )
- (a) Define Organizational Development. Enumerate various challenges of Organizational Development.
  - (b) Examine the concept of Organizational Culture.
  - (c) Briefly discuss the role of sensitivity training as an interpersonal intervention.
  - (d) Who had proposed the concept of managerial grid? What do you know about managerial grid?
  - (e) Briefly explain the concept of 'Job Design'.
  - (f) How change is facilitated in organizations?
  - (g) Illustrate the concept of 'Quality Circles'.

**SECTION-B**

2. Attempt any TWO of the following : ( 2 x 7.5 = 15 )
- (a) Explain Kotter's 8 step model for implementing change.
  - (b) What do you understand by an OD Intervention? Answer by giving a suitable example.
  - (c) Write a brief history of evolution of Organizational Development.
  - (d) Examine key drivers of differences in cultural values across the globe using 'Hofstede Model'.

3. Write explanatory notes on any *two* of the following : ( 2 x 5 = 10 )
- (a) Action Research.
  - (b) Team Development.
  - (c) Forces and Resistance to change.
  - (d) Low and High Performance culture.

## SECTION – C

4. Attempt any two of the following : ( 2 x 10 = 20 )
- (a) What are Structural Interventions? How do they differ from Interpersonal Interventions? Answer citing examples.
  - (b) What are the types of change you have experienced in your institution / organization? Give examples. How did the people respond?
  - (c) Discuss dimensions and significance of organizational culture. How can a multicultural organization be developed?
5. Read the following case carefully and answer the questions given at the end: ( 15 )

Mr. Swaminathan is supervisor of 25 unskilled workers employed in a grocery warehouse. To reduce the costs, the management has decided to install mechanised materials-handling equipment. Since the workers lacked training and knowledge about productivity and cost reduction effects of this equipment, the supervisor had to struggle a lot to introduce the change by involving all of them in it. Ultimately, the new equipment was installed with the active cooperation of his workers.

A few months later, Mr. Swaminathan was shifted to another department and was asked to install a sophisticated quality control equipment among a group of technical workers. Since this group consisted of educated employees, he expected little opposition to the proposed change. Accordingly, he did not exert himself much before introducing the new equipment as he had done earlier in the case of unskilled workers. Contrary to his expectations, the group resisted tooth and nail the introduction of the new system until it was given up. However, the mistake proved to be very costly to Mr. Swaminathan. He lost his job.

**Questions :**

1. How do you explain the behaviour of the two groups in accepting or rejecting the change contemplated by the management ?
2. What should have been done by the supervisor to avoid resistance by the technical group of workers to the proposed change ?