



PRESIDENCY UNIVERSITY

BENGALURU

Roll No.														
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End - Term Examinations – MAY 2025

Date: 29-05-2025

Time: 01:00 pm – 04:00 pm

School: SOM-PG	Program: MBA	
Course Code: MBA3106	Course Name: Organizational Development and Change Management	
Semester: IV	Max Marks: 100	Weightage: 50%

CO - Levels	C01	C02	C03	C04	C05
Marks	16	16	34	34	-

Instructions:

- (i) Read all questions carefully and answer accordingly.
- (ii) Do not write anything on the question paper other than roll number.

Part A

Answer ALL the Questions. Each question carries 3 marks.

10Q x 3M=30M

1.	Define Organizational Development and explain its relevance in today's business environment.	3 Marks	L2	C01
2.	Recall the concept of STAR model and its use in the diagnosis process in OD.	3 Marks	L2	C01
3.	Explain the term 'OD intervention' with an example.	3 Marks	L2	C02
4.	Explain any three human process interventions used in Organizational Development.	3 Marks	L2	C02
5.	Apply any one model of organizational change to a recent business transformation initiative you know of.	3 Marks	L2	C03
6.	Apply your understanding of 'power' and 'politics' in an organization by providing suitable examples.	3 Marks	L3	C03
7.	Identify the role of leadership in change initiatives	3 Marks	L3	C03
8.	Analyze how effective feedback practices can support employees in becoming change or reputation agents within an organization.	3 Marks	L3	C04

9.	Examine how organizations can use social media as a strategic corporate communication tool during a crisis to manage reputation and influence stakeholders."	3 Marks	L4	CO4
10.	Analyze how real-time feedback on social media improves business strategies	3 Marks	L4	CO4

Part B

Answer the Questions.

Total Marks 40M

11.	a.	<p>A healthcare organization is experiencing issues with coordination between departments and a lack of role clarity among employees. The management decides to initiate a planned OD intervention to understand the root cause.</p> <p>Explain how the Congruence Model or the STAR Model can be used to diagnose the organization's problems and the outcomes that might result from using this model.</p>	10 Marks	L2	CO 1
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Or

12.	a.	<p>A growing IT company is struggling with employee disengagement and poor collaboration. The leadership wants to understand the internal functioning of the organization before deciding on any interventions.</p> <p>Explain the process of OD diagnosis at the organizational, group, and individual levels and how this multilevel diagnosis can help in identifying the key concerns.</p>	10 Marks	L2	CO 1
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13.	a.	<p>A retail company is expanding to new cities and wants to assess its organizational culture before designing training programs. The management is considering tools like cultural assessments, focus groups, and benchmarking.</p> <p>Explain the organizational interventions that are appropriate for this situation and how these tools can help the company prepare its workforce for expansion.</p>	10 Marks	L2	CO 2
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Or

14.	a.	<p>A manufacturing company is facing high employee turnover and poor team coordination. The HR head wants to use OD interventions to improve group dynamics and team communication.</p>	10 Marks	L2	CO 2
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		Outline suitable human process interventions that can be used in this situation and explain how each would help in addressing the issues faced by the company.			
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15.	a.	Your college is shifting from traditional classroom teaching to a blended learning model. Some faculty members are not comfortable using new technology. Apply any one model of organizational change to guide the management in handling this transition. Use simple steps from the model to explain your answer.	10 Marks	L3	CO 3
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Or

16.	a.	A company plans to introduce a new performance appraisal system. Some employees feel nervous about the change and are spreading negativity. You are part of the HR team handling the situation. Apply any two strategies to manage this resistance and help the team accept the new system and why to choose these strategies.	10 Marks	L3	CO 3
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17.	a.	You are leading a change initiative in a company undergoing a cultural transformation. The employees are resistant to the change, and there is a communication gap between management and staff. Analyze the situation and recommend strategies to effectively manage resistance and communicate the change.	10 Marks	L4	CO 4
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Or

18.	a.	A company is facing a crisis due to a recent product recall. The public image has been severely impacted, and there is internal uncertainty regarding how to handle the situation. Analyze the communication strategies the organization should employ to manage the crisis, restore its reputation, and influence both internal stakeholders and the public.	10 Marks	L4	CO 4
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Part C

Answer all the Questions. Each question carries 15marks

2Q x 15M=30M

19.	a.	<p>Star Health Ltd., a well-established healthcare services company, had followed a traditional, hierarchical structure for decades. With the rise of telemedicine, digital records, and AI-enabled diagnostics, the leadership decided to initiate a significant organizational change to modernize operations and remain competitive.</p> <p>The proposed change involved:</p> <ul style="list-style-type: none"> • Flattening the organizational structure 	15 Marks	L3	CO 3
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		<ul style="list-style-type: none"> • Introducing AI-based patient management systems • Upskilling staff for digital tools • Shifting to a more collaborative, cross-functional work culture <p>However, resistance quickly emerged. Middle managers feared loss of authority, while senior employees were anxious about learning new technology. Internal rumours about job cuts began circulating. Morale dropped, and team communication became strained.</p> <p>The change management team was tasked with:</p> <ul style="list-style-type: none"> • Communicating the change effectively • Managing resistance using appropriate strategies • Evaluating the organization's culture and climate • Involving employees emotionally and constructively in the change process <p>Questions:</p> <p>1. Apply a suitable organizational change model to guide Star Health Ltd. through this transformation. Use the steps in the model to outline how change can be planned and implemented effectively in this situation.</p> <p>2. Apply appropriate strategies to manage the resistance faced by Star Health employees. Relate your response to the emotional responses and power dynamics seen during organizational change.</p> <p>3. The leadership team at Star Health Ltd. is struggling to understand the current organizational culture and how it may be affecting the success of the change initiative. Apply any two tools or methods used to measure organizational culture and climate and explain how these tools can help Star Health identify issues and support the change process.</p>			
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20.	a.	<p>Neo Tech Solutions, a mid-sized software development company, recently announced a major shift from on-site project teams to a hybrid work model to improve flexibility and reduce costs. The change was communicated via internal emails and a brief town hall. While top leadership was convinced this was the right move, several middle managers and employees expressed confusion and discomfort.</p>	15 Marks	L4	CO 4
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		<p>Some employees started posting concerns on LinkedIn and internal chat platforms, questioning the company's direction and transparency. This led to growing tension and lowered morale. The HR department was tasked with leading the communication strategy, managing resistance, and rebuilding trust.</p> <p>The Head of HR, Priya, took a multi-pronged approach:</p> <ul style="list-style-type: none"> • Initiated listening circles and one-on-one feedback sessions. • Deployed influencers within the organization to support the change. • Designed a metric dashboard to monitor engagement and productivity. • Used a model of change to redesign the communication plan. • Worked closely with the finance team to address employee concerns about cost-cutting. <p>Despite these efforts, the company is still struggling with rumours, mixed responses to feedback, and inconsistent productivity.</p> <p>Question:</p> <ol style="list-style-type: none"> 1. Analyze the communication challenges faced by Neo Tech Solutions during this organizational change. 2. Compare the approaches taken by HR with any one model or framework of change. 3. Based on your analysis, categorize the key gaps in the strategy and examine how these may have impacted employee trust and resistance levels. 			
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