



# PRESIDENCY UNIVERSITY

BENGALURU

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## End - Term Examinations - December 2025

Date: 08-12- 2025

Time: 01:00pm - 04:00pm

<b>School:</b> SOM (UG)	<b>Program:</b> BBA, BAV, BBA (BA)	
<b>Course Code :</b> BBA3017	<b>Course Name:</b> Organisational Change and Development	
<b>Semester:</b> V	<b>Max Marks:</b> 100	<b>Weightage:</b> 50%

CO - Levels	CO1	CO2	CO3	CO4
Marks	26	26	11	37

### 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 2marks.

10Q x 2M=20M

1.	Identify two internal factors that cause organizational change.	2 Marks	L1	CO1
2.	Name two types of organizational change commonly found in companies.	2 Marks	L1	CO1
3.	Select two skills a leader should possess to manage change effectively.	2 Marks	L1	CO2
4.	Who plays a major role in managing and communicating change within an organization?	2 Marks	L1	CO2
5.	Recall one major contribution of the early history of OD.	2 Marks	L1	CO3
6.	What is the purpose of developing a contract in the OD process?	2 Marks	L1	CO3
7.	Define organizational Development.	2 Marks	L1	CO4
8.	List any two organizational diagnostic models.	2 Marks	L1	CO4
9.	Tell who are the main participants in top management for diagnosis.	2 Marks	L1	CO4
10.	What is the primary purpose of collecting information within the organization?	2 Marks	L1	CO4

## Part B

**Answer ALL the Questions. Each question carries 7 marks.**

**5Q x 7M = 35M**

<b>11.</b>	Distinguish the Action Research Model from other models of organizational change, outlining its major advantages and disadvantages.	<b>07 Marks</b>	<b>L2</b>	<b>CO1</b>
<b>Or</b>				
<b>12.</b>	Illustrate the key features of Lewin's Force Field Model of change.	<b>07 Marks</b>	<b>L2</b>	<b>CO1</b>
<b>Or</b>				
<b>13.</b>	Infer the role of leadership in reducing organizational resistance to change, Extend your discussion with appropriate examples.	<b>07 Marks</b>	<b>L2</b>	<b>CO2</b>
<b>Or</b>				
<b>14.</b>	Compare the behavioral and structural approaches used to overcome employee resistance to change.	<b>07 Marks</b>	<b>L2</b>	<b>CO2</b>
<b>Or</b>				
<b>15.</b>	Classify the major stages involved in entering into an OD relationship.	<b>07 Marks</b>	<b>L2</b>	<b>CO3</b>
<b>Or</b>				
<b>16.</b>	Show the results and benefits that organizations can achieve from well-designed OD interventions.	<b>07 Marks</b>	<b>L2</b>	<b>CO3</b>
<b>Or</b>				
<b>17.</b>	Interpret how feedback of diagnostic information helps in designing effective interventions.	<b>07 Marks</b>	<b>L2</b>	<b>CO4</b>
<b>Or</b>				
<b>18.</b>	Summarize the steps involved in investigative data retrieved from the employees using a relevant example.	<b>07 Marks</b>	<b>L2</b>	<b>CO4</b>
<b>Or</b>				
<b>19.</b>	Outline the process of evaluating and institutionalizing OD interventions after implementation.	<b>07 Marks</b>	<b>L2</b>	<b>CO4</b>
<b>Or</b>				
<b>20.</b>	Relate how diagnostic results can guide the selection of appropriate OD interventions with the help of the example.	<b>07 Marks</b>	<b>L2</b>	<b>CO4</b>

## Part C

**Answer any three Questions. Each question carries 15marks**

**3Q x 15M=45M**

<b>21.</b>	Identify the driving and restraining forces, and plan strategic steps to utilize leadership and motivation to sustain long-term change effectively.	<b>15 Marks</b>	<b>L3</b>	<b>CO1</b>
<b>22.</b>	Construct a practical framework showing how leaders can make use of motivation and trust-building techniques to solve communication challenges during organizational change.	<b>15 Marks</b>	<b>L3</b>	<b>CO2</b>
<b>23.</b>	Develop appropriate interventions, organize the relationships between leadership style, organizational culture, and change outcomes, and simplify OD processes for sustainable improvement.	<b>15 Marks</b>	<b>L3</b>	<b>CO3</b>
<b>24.</b>	Examine the results of Organizational Development (OD) interventions on the organization, its employees, and its customers.	<b>15 Marks</b>	<b>L3</b>	<b>CO4</b>

<p><b>25.</b></p>	<p>Orion Pharma, a pharmaceutical manufacturing company, launched several OD initiatives over the past three years, including leadership development, team-building workshops, and process redesign. However, none of these changes lasted beyond six months due to weak follow-up and lack of evaluation. The new HR Director now aims to build a sustainable OD framework and organize a process for continuous feedback and improvement.</p> <p>The challenge lies in integrating OD practices into the organization's daily operations while ensuring managers and employees take ownership of the process. The company seeks to model an approach where diagnostic information, evaluation, and institutionalization form a recurring improvement cycle.</p> <ol style="list-style-type: none"> <li>1. How can Orion Pharma build a long-term OD framework that ensures sustained learning?</li> <li>2. In what ways can management organize effective feedback mechanisms to measure OD outcomes?</li> <li>3. How can the HR Director model a continuous improvement culture within the organization?</li> <li>4. What diagnostic tools can be applied to assess the success of existing interventions?</li> <li>5. How can evaluation findings be utilized to strengthen future OD programs?</li> </ol>	<p><b>15 Marks</b></p>	<p><b>L3</b></p>	<p><b>C04</b></p>
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