



PRESIDENCY UNIVERSITY,  
BENGALURU

SCHOOL OF MANAGEMENT

MID TERM EXAMINATION

Odd Semester: 2018-19

Date: 26 October 2018

Course Code: HRM 305

Time: 2 Hours

Course Name: Organizational Development & Change Management

Max Marks: 40

Branch & Sem: MBA & III Sem

Weightage: 20%

**Instructions:**

(i) *All parts of the question paper are compulsory*

**Part A**

Answer **all** the Questions. **Each** question carries **three** marks. (4x3=12)

1. Outline the key events in the history/evolution of OD.
2. Discuss the role of the OD practitioner.
3. Outline the Open Systems model and describe the inputs, transformations, and outputs.
4. What are the two kinds of feedback involved in evaluation and what do they tell us?

**Part B**

Answer **all** the Questions. **Each** question carries **six** marks. (2x6=12)

5. Compare and contrast Lewin's change model, the action research model, and the positive model. Describe their strengths and weaknesses.
6. Define institutionalization and discuss specific institutionalization processes.

**Part C**

Answer the Question. Question carries **sixteen** marks. (1x16=16)

7. Case Study:

You are appointed as an OD Consultant to a Corporate Hospital in Bangalore. The HR Manager in the hospital explains about the different problems they face. The hospital needed to improve morale amongst its nurses. But when you speak to different stakeholders, the problem became more complex.

- HR Managers tells that morale amongst nurses was at an all-time low. They also mentioned that the hospital was trying to change its culture to become more patient and profit centric.
- The hospital management was concerned about the poor relationship between the nurses, their unit managers and doctors. The unit managers were upset by the

way that doctors by-passed them and shouted at their nurses. The nurses and their managers blamed arrogant doctors for the poor morale in the hospital.

- The CEO was concerned that the doctors, who he saw as clients and partners of the hospital, were not happy with the service they were getting. The doctors, chose to locate their independent practices at the hospital, but had the freedom to take their business to another hospital, anytime they wanted. Losing specialists to competing hospitals would affect his hospital's brand image and profitability. He was also tired of being the only leader in the organization, and wished that the managers would begin to take responsibility and act like leaders.

The CEO and HR Manager wanted you as a consultant to suggest a suitable intervention to all the internal managers in the hospital. The objective of the intervention is to help the managers to develop a strong united team which works towards improving their organizational effectiveness, over the next 18 months. In the above context answer the following questions:

- a. Discuss what types of intervention you will implement as a consultant?
- b. Explain how you would evaluate the intervention?



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**SCHOOL OF MANAGEMENT**

**END TERM FINAL EXAMINATION**

**Odd Semester:** 2018-19

**Course Code:** HRM 305

**Course Name:** Organizational Development & Change Management

**Programme & Sem:** MBA & III Sem

**Date:** 31 December 2018

**Time:** 3 Hours

**Max Marks:** 80

**Weightage:** 40%

**Instructions:**

(i) *Write legibly and be as concise as possible.*

**Part A**

Answer **all** the Questions. **Each** question carries **five** marks.

(4Qx5M=20)

1. Describe process consultation. Discuss when it should be used and how it applies to organization development.
2. Discuss how team building interventions help an organization.
3. Under what conditions are customer-centric structures appropriate? What challenges does this type of organization structure face and why?
4. Compare and contrast the three work design approaches.

**Part B**

Answer **all** the Questions. **Each** question carries **ten** marks.

(3Qx10M =30)

5. Discuss the role of the OD consultant in a third-party intervention. Include the factors and tactical choices that will support conflict resolution.
6. Describe self-managed work groups and the situations for which they are best suited.
7. Employee involvement and customer orientation are the guiding principles of organizational development and change management – critically examine the statement.

### Part C

Answer **both a & b** questions. Each sub question carries **fifteen** marks. (2Qx15M =30)

8. XYZ is a component manufacturer, supplying components to automobile companies in India. XYZ possessed brilliant talent in the manufacturing function. Both, engineers and managers were groomed well to meet the vast demands of the market. Most of the managers were promoted from within and lacked people management skills. But this was ignored because the market supported them with good orders. Two years back, the organization faced economic slowdown. XYZ decided to downsize 20% of the workforce without rationalizing the type of people to be downsized. Now the company started getting more orders. But when they prepared to meet the demands they realized downsizing resulted in reduction in not only number of people but also knowledge, skills and expertise. The latter capabilities are needed to meet the dynamic requirements of the organization. Now XYZ need to upscale the competencies of people and build strong learning structures.

- a. Identify the characteristics of XYZ in the capability perspective of a learning organization. (15 Marks)
- b. As a consultant, discuss the interventions that you would introduce to transform XYZ. (15 Marks)