



ID NO.

**PRESIDENCY UNIVERSITY, BENGALURU
SCHOOL OF LAW**

Weightage: 40 %

Max Marks: 40

Max Time: 3 hrs.

07 May 2018 Monday

ENDTERM FINAL EXAMINATION MAY 2018

Even Semester 2017-18

Course: **BBL 205 Organizational
Development and Change**

IV Sem. BBA LLB

Instructions:

- (i) Read the question properly and answer accordingly.
- (ii) Question paper consists of 3 parts.

Part A

(5 Q x 3 M = 15 Marks)

1. Discuss the process issues associated with data feedback.
2. Explain the key elements of successful change management.
3. Illustrate the principles of the process consultation intervention.
4. Explore and evaluate the motivational approach to work design.
5. Discuss methods to diagnose employee stress and the specific OD interventions aimed at alleviating it in the workplace.

Part B

(3 Q x 5 M = 15 Marks)

6. Write short notes on Implementation and Evaluation Feedback.
7. Define the principles of employee involvement and describe its relationship to performance.
8. Nokia ruled the world of mobile phones with good market share aided by a strong product distribution and marketing. They failed to understand the changing trends and the customer expectations. Over the period of time the company has lost its market share. Now Nokia is planning to comeback stronger. Explain, how integrated strategic change will help their revival.

Part C

(1Q x 10 M = 10 Marks)

9. Case Study:

You are appointed as an OD Consultant to a Corporate Hospital. 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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PRESIDENCY UNIVERSITY, BENGALURU

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Max Marks: 30

Max Time: 2 HRS.

1 March Thursday 2018

MID TERM EXAMINATION

SET B

Course: **BBL 205 Organizational Development
and Change**

Even Semester 2017-18

IV Sem.

Instruction:

- (i) Read the question properly and answer accordingly.
- (ii) Question paper consists of 3 parts.

Part A

(3 Q x 4 M = 12 Marks)

1. Outline the key events in the history/evolution of OD. How might the past influence future directions of the field?
2. Describe the competencies required of effective OD practitioners.
3. Describe and apply organization-level diagnostic processes.

Part B

(2 Q x 5 M = 10 Marks)

4. How would you explain the contracting process to someone who had never heard of OD?
5. Planned change can differ greatly from one organization to another. Discuss how planned change efforts might differ in domestic vs. international settings.

Part C

(1Q x 8 M = 8 Marks)

6. HR Director of a company appointed you as an OD Consultant to help resolve conflict between the HR and Finance departments. While acknowledging that personality differences existed between the two Dept. Heads, the conflict also involved several team members in each department. The groups needed to interact on a variety of projects and poor communication was impacting morale and productivity. As a consultant, how diagnosis process will help you to resolve the conflicts. Explain.