



MBA DEGREE EXAMINATIONS: NOV/DEC 2023

(Regulation 2021)

Fourth Semester

MASTER OF BUSINESS ADMINISTRATION

P21MBE0172: Organization Development

COURSE OUTCOMES

- CO1:** Demonstrate an understanding of the concepts that direct change in organizations and its implications for organizations
- CO2:** Demonstrate conceptual knowledge of the characteristics and processes of organizational development.
- CO3:** Investigate and discuss Process Intervention in managing change and evaluate them from an Organizational perspective.
- CO4:** Understand the modern Business Models of Sustainable Organizational Development.

Time: Two Hours

Maximum Marks: 50

PART A (1Q x 15M = 15 Marks)

1. XYZ Corporation, a multinational company operating in the rapidly evolving tech industry, is facing unprecedented challenges in adapting to the dynamic market landscape. Over the years, the company has built a reputation for innovation and technological excellence, but recent disruptions in the industry have highlighted the need for strategic transformation. As the newly appointed Change Management Consultant at XYZ Corporation, you are tasked with leading the organization through this transformative journey. The CEO has emphasized the importance of developing a comprehensive strategy that leverages organizational vision and strategic planning to drive successful organizational change. The challenges facing XYZ Corporation are multifaceted. CO2 [K₆]

The traditional business model, once a hallmark of success, is now struggling to keep pace with technological advancements and shifting consumer preferences. Disruptive innovations introduced by competitors have threatened the company's market share, while global market dynamics have become increasingly complex and unpredictable. Furthermore, internal dynamics within the organization present additional hurdles. Siloed departments, bureaucratic processes, and resistance to change hinder agility and innovation, creating barriers to effective collaboration and decision-making. Employee morale is on the decline, and talent retention has become a growing concern as high-performing individuals seek opportunities elsewhere. In light of these challenges, the CEO has emphasized the urgent need for change. However, past attempts at implementing change initiatives have fallen short, highlighting the importance of a strategic and holistic approach to change management. Your mandate as the Change Management Consultant is to:

develop a comprehensive strategy that not only addresses the immediate challenges facing XYZ Corporation but also positions the company for long-term success in the rapidly evolving tech landscape.

- a. In response to this mandate, you are tasked with developing a detailed plan that incorporates organizational vision and strategic planning to drive successful organizational change.
- b. Provide specific examples and recommendations to illustrate the application of these concepts in addressing the company's unique challenges and circumstances.

PART B (3Q x 5M = 15 Marks)

2. Explain Lewis's Force field model of change, providing examples to illustrate how this model can be applied in organizational settings. CO2 [K₂]
3. Discuss the importance of diagnosing organizations in the context of organization development (OD), with an example. CO2 [K₅]
4. Infer the economic, socio-political, and ecological aspects of sustainable organizational development (OD) and its implications for modern businesses. CO1 [K₂]

PART C (2Q x 10M = 20 Marks) Answer any two Questions

5. Evaluate the factors contributing to resistance to change within organizations and propose strategies for overcoming resistance. Support your arguments with examples from organizational change literature or case studies. CO1 [K₅]
6. Explain the role of employee involvement in driving successful organizational change initiatives. Discuss various mechanisms and strategies organizations can employ to foster employee engagement and participation in the change process. Provide real-world examples. CO3 [K₅]
7. Elaborate Human Process Interventions for organizational development at individual, group and inter-group levels. CO3 [K₆]
