

DEPARTMENT OF MANAGEMENT
SCHOOL OF MANAGEMENT & BUSINESS STUDIES
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Ph.D. Course Work Examination March 2023

Subject Name: Organizational Change & Intervention Strategies

MM: 60

Subject Code: DRM-EH-01:

Time: 3Hours

Note: Answer any five Question, each carry equal marks.

Q1: Different theories of planned change have been integrated into a general model of planned change. This general model identifies the steps that an organization normally moves through in the process of planned change. Discuss.

Q2: Explain organisational change and why implementing strategic change is so difficult?

Q3: Define organizational development. Describe various phases of OD programme being conducted in the organisation.

Q4: What is meant by learning organization? Explain the characteristics, issues and challenges faced by a learning organisation.

Q5: "Change is highly important to the success of an organization", Discuss.

Q6: When people talk about organisational change, what precisely is being changed and what forces lead to such change.

Q7: Sam believes that it is time for his company to expand since it has been growing so rapidly. He knows that this is a major move for his organization and wants to ensure that the company is successful at managing this change. Sam wants to ensure that his company creates and follows a logical sequence of steps to ensure the objectives of the change are fully accomplished. How should Sam move on since he has already identified the need for change?

Q8: Read the following case & answer the questions-

XYZ clinic was providing health services to the local community for last ten years & had a good patronage from the people. It had grown considerably over the years. The medical director in the past few years realized that there was some difficulty in internal working, due to which following problems were being encountered-

- Adverse effect on patient care leading to a no. of complaints
- Lack of cooperation between different units
- Sagging morale of employees
- Rapidly increasing cost, the medical director approached a specialist in behaviour sciences & found-
 - Lack of coordination between director & clinic administrator
 - Problems in leadership conflict resolution & decision process
 - Role conflict between certain members of medical staff
 - Leadership style of medical director resulted in his putting off decisions leading to confusion & inaction
 - Lack of appropriate communication between administrative, medical & field staff
 - The behaviour scientist suggested that the situation warranted certain O.D. interventions:

Discuss the following –

- a) Kindly discuss the benefits of O.D. interventions in the given situation to the organization
- b) Briefly discuss the role of consultant & top management in interventions & issues involved
- c) If you were the consultant kindly suggest the interventions that you propose to bring about a better coordination & efficiency in working of the organization.