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**Jamia Hamdard**  
**School of Management and Business Studies**  
**Department of Management**

**Odd Semester Examination - January 2023 – February 2023**

**MBA-III Semester**

**Paper Code: MBA-GE-HR-04**

**Paper Title: Organizational Change & Development**

**Duration: 3 Hours**

**Max Marks: 75**

***Note: Attempt any Five Questions, all questions carry equal marks. [15\*5=75]***

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1. "Senior leaders and their learning partners must keep three key areas in mind as they navigate any major change". In the light of this statement explain importance of Organizational Change. Also explain the concept of Organizational Change.
  2. (a) Describe organisation development in terms of its characteristics as a valid tool for bringing about change within the organisation. (8 Marks)  
(b) Discuss briefly the history of OD (7 Marks)
  3. How does Force Field Analysis differ from Continuous change process model? Why is it said that continuous change process model is an improvement over Force field analysis?
  4. (a) "Resistance to change is perhaps one of the baffling problems a manager encounters because it can take many shapes". In the light of this statement explain classification of resistance to change. (8 Marks)  
(b) What are some of the techniques to handle the change properly and to deal with resistance to change? (7 Marks)
  5. "The system theory is one of the most powerful conceptual tools available for understanding the dynamics of the organisation". Explain this theory in detail.
  6. What do you mean by OD interventions? How can they be classified?
  7. Organizational development consultants provide guidance and advice to help businesses improve efficiency, enhance operations, and drive profitability without cutting departments or personnel. Keeping the above qualities in view, what are the required competencies of an OD consultant?

8. **The Old Family Bank:** The Old Family Bank is a large bank in south eastern city. As a part of a comprehensive internal management study, H. Day, the data processing vice president, examined the turnover, absenteeism, and productivity figures of all work groups in the organisation. The results Day obtained contained no real surprises except in the case of the check-sorting and data processing departments.

**The Study:** The study revealed that in general the department displaying high turnover and absenteeism rates had low production figures, and those with low turnover and absenteeism were highly productive. When analysis began on the check sorting and data processing figures, Day discovered that both departments were tied for the lead for the lowest turnover and absenteeism figures. What was surprising was that the check-sorting department ranked first as the most productive unit, whereas the electronic data-processing department ranked last. The inconsistency was further complicated by the fact that the working conditions for check-sorting employees are extremely undesirable. They work in a large open room that is hot in the summer and cold in the winter. They work alone and operate high-speed check-sorting machines requiring a high degree of accuracy and concentration. There is little chance for interaction because they all take rotating coffee breaks. The computer room is air-conditioned, with a stable temperature the year round; it has perfect lighting and is extremely quiet and convertible. It was known that both groups are highly cohesive and that the workers function well with others in their department. This observation was reinforced by the study's finding of the low levels of turnover and absenteeism.

**The Interview Data:** In an effort to understand this phenomenon, vice president Day decided to interview the members of both departments. Day hoped to gain some insight into the dynamics of each group's behaviour. It was discovered that the check-sorting department displayed a great deal of loyalty to the company. Most of the groups are unskilled or semiskilled workers, although they have no organized union, and each person felt that the company had made special efforts to keep their wages and benefits in line with organized operations. They knew that their work required team effort and were committed to high performance. A quite different situation existed in the data-processing department. Although the workers liked their fellow employees, there was a uniform feeling among this highly skilled group that management placed more emphasis on production than on staff units. It was their contention that pay increases had been better for operating department and that the gap between the wage earners and salaried employees did not reflect the skill differences. Because of that, a large percentage of the group displayed little loyalty toward the company, even though they were very close among themselves.

**Questions:**

- (a) What are the possible assumptions in the initial relationship between the consultant and client? (5 Marks)
  - (b) What are the implications of these assumptions on the consultant's behaviour? (5 Marks)
  - (C) Identify the issues that need to be considered while developing the effective client – consultant relationship. (5 Marks)
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