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Odd Semester Examination - December 2025

MBA-III Semester

Paper Code: MBA-GE-HR-04

Paper Title: Organizational Change & Development
SET-A

Duration: 2.5 Hours

Max Marks: 60

*Note: Attempt any Five Questions, all questions carry equal marks. [12*5=60]*

1. Explain the evolution and importance of Organizational Change. Discuss with suitable examples how individual, group, and organizational factors influence change.
2. What is resistance to change? Discuss its dynamics and suggest suitable methods and techniques to overcome such resistance in organizations.
3. What is Action Research? Explain the process of Action Research as a foundation of OD.
4. Discuss the importance of diagnosis in OD. Explain the SIX BOX Model and describe how it can be used to assess organizational issues.
5. Write a detailed note on Team Interventions in OD. Explain the role of techniques such as role negotiation, appreciative inquiry, and responsibility charting.
6. Examine the competencies and ethical issues associated with the role of an OD consultant.
7. Write short notes on any THREE:
 - a) Force Field Analysis (4marks)
 - b) Survey Feedback (4marks)
 - c) Readiness for Change (4marks)
 - d) Parallel Learning Structures (4marks)
8. NovaCare Hospitals, a rapidly expanding healthcare chain, decided to implement an **OD initiative** to improve interdepartmental coordination and patient care quality. An external OD consultant, Mr. Arvind, was hired to conduct diagnosis and propose interventions. However, internal **power dynamics** began to derail the OD effort.
- **Dr. Mehra**, Head of Surgery, had strong informal influence due to his reputation and patient network. He believed the OD initiative would reduce his autonomy and questioned the consultant's competence in staff meetings.

- **The Nursing Supervisor.** Ms. Leena, had little formal power but held strong political alliances with nursing staff. She informally instructed nurses not to share “internal issues” during interviews, fearing blame. As a result:
 - ✓ Employees were reluctant to speak openly.
 - ✓ Data collected was incomplete and biased.
 - ✓ Meetings turned into arguments about authority instead of discussing improvement.
 - ✓ Team-building workshops had poor attendance.
 - ✓ The OD consultant struggled to build trust and feared the initiative might fail.

Read the case and answer the following (4 marks each):

- a) Identify the sources of power and political behavior exhibited by the key actors in the case.
- b) Explain how organizational politics negatively impacted the OD process at NovaCare Hospitals.
- c) Suggest three strategies the OD consultant can use to manage power dynamics and ensure successful implementation of OD interventions.