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MBA Semester III Examination

Paper no./ Unique Paper Code - MBHRCC301/ 424101301

Title - ORGANISATIONAL CHANGE AND DEVELOPMENT

S. No.: 951

Duration: 3 Hours

Max. Marks: 70

General Instructions: Please attempt all questions. All questions carry equal marks.

Q1. (A) "People change when the pain of staying the same exceeds the pain of changing." Explain the fundamental need and underlying philosophy of organizational change. Why do organisations that resist change often face decline or irrelevance? Support your answer with at least one real-world organisational example. (14)

OR

(B) Explain the concept of the 'OD practitioner' or change agent. How does the role of an internal OD practitioner differ from an external consultant? What are the ethical responsibilities of an OD practitioner to the client system? (14)

Q2. (A) Distinguish between the participative change cycle and the directive change cycle. Which approaches are more effective in the Indian organizational context? (14)

OR

(B) Define Organisation Development (OD). Distinguish OD from traditional management-driven change. What are the core assumptions and values that underlie the OD approach? Why are these values particularly important in the Indian organisational context?

Q3. (A) Define Techno-Structural Intervention within the scope of Organizational Development (OD). Illustrate your answer with relevant examples such as restructuring, process reengineering, and implementation of new technologies, highlighting their impact on organizational performance and adaptability.

OR

(B) Discuss the key factors that influence Organizational Development in global settings. Support your answer with relevant international examples, and suggest how HR and OD professionals can address these complexities in a globalized context. (14)

Q4. (A) Organizations often face challenges arising from conflict and lack of coordination between different groups or departments, which can affect overall performance. Discuss the concept and methods of Intergroup Intervention in the context of Organizational Development with suitable examples.

OR

(B) Explain the concept of Transactional Analysis (TA). Discuss the three ego states and illustrate different types of transactions with examples. (14)

Q.5. SCENARIO: You are a Senior OD Consultant engaged by 'AirBharath Ltd.' — a newly created entity formed by the merger of two mid-sized Indian airlines: 'SkyConnect Air' (a profitable low-cost carrier, 4,200 employees, modern culture, young workforce) and 'BharatAir' (a loss-making government-backed airline, 8,800 employees, unionised, hierarchical culture, average employee age 47). The Government has directed the merger as a strategic move to create a strong national carrier. You have been contracted for a 24-month OD engagement to manage the human side of the integration.

Key challenges: Two deeply different cultures with mutual suspicion; redundancy of roles at all levels causing anxiety; BharatAir's unions threatening industrial action; SkyConnect employees

fearing 'culture dilution'; top management of both entities competing for leadership positions; no common IT or HR systems; and the merged entity must be operationally stable and profitable within 18 months.

(i) Design a 60-day diagnostic plan — methods, levels, and key questions — that enables you to understand both organisations deeply

(ii) Recommend suitable interventions to make the organization stable and profitable.

(200)