

Code: 17BA4T6HB

**II MBA - II Semester-Regular / Supplementary Examinations
July 2022**

**ORGANIZATIONAL DEVELOPMENT & CHANGE
MANAGEMENT**

Duration: 3 hours

Max. Marks: 60

SECTION - A

1. Answer the following:

5 x 2 = 10 M

- a) Define Organizational Change.
- b) Define Mapping Change.
- c) Explain briefly about the Scope of Organizational Development.
- d) What is Negotiated change?
- e) Define Team building.

SECTION – B

Answer the following:

5 x 8 = 40 M

2. a) Explain about General model of planned change.
(OR)
b) Elaborate about evolution of organizational development.
3. a) Discuss about basic flow diagramming techniques.
(OR)
b) Briefly explain about the Intervention Strategy model.

4. a) Discuss about Nature of organizational development?

(OR)

b) Discuss about challenges faced by Indian organizational Development practitioners.

5. a) Explain about the changes that are taking place in the negotiations with the labour.

(OR)

b) Explain briefly about public sector bargaining and social security.

6. a) Discuss about Nature and importance of Teams with reference to Indian organizations.

(OR)

b) Explain briefly about the role of change consultant.

SECTION-C

7. Case Study

1x10=10 M

As a consequence of knowing and working with the Division Head, Dick Eisen was hired to supervise a crew of eight employees engaged Infield exploration for discovering copper deposits. Techniques used included induced polarization, seismic methods, and electromagnetics. Since the work took place in isolated areas, Eisen's requirements for crew membership included (a) a total absence of pettiness, jealousy, and bigotry, (b) trust in superiors, (c) willingness to work hard, (d) ability to travel anywhere in the world on short notice, and (e) a desire for the highest production rate

possible. He particularly emphasized the necessity for the crew members to be congenial with each other.

In comparison with the other exploration crew, Eisen introduced a new motivational system involving the reward of free time. It was found that because of the variance in the earth's natural electrical noise, polarization readings were more accurate during the morning hours. Thus, Eisen awarded bonus free time if the crew could complete a polarization setup by 12:00 noon. Secondly, Eisen assigned time allotments for each exploration area based upon his accumulated experience. If crew members were able to finish a head of this schedule, the difference in time belonged to them. During a 6-year period, the annual production record for his crew rose from 70 line miles to 300 line miles with improved levels in the quality of the data recorded.

The other exploration crew continued to work under the traditional system. A full 40 hours of work each week was required, and rewards, where in the form of annual pay increases depending upon the performance appraisal system. The level of performance was considerably under that of Eisen's crew.

- a. What types of rewards schedules are included in the case?
- b. What predictions do you have for the future Eisen in this company? Further relationship between crews.