

Code: BA4T7H

**II MBA - II Semester - Regular/Supplementary Examinations
MAY 2017**

MANAGEMENT OF CHANGE AND DEVELOPMENT

Duration: 3 hours

Max. Marks: 70 M

SECTION-A

1 Answer any FIVE of the following: 5 x 2 = 10 M

- a) Change levers.
- b) Values and Goal conflict.
- c) Reengineering.
- d) Change consultant.
- e) Ethical Dilemmas.
- f) Empowered teams.
- g) Trust in OD.
- h) OD practitioner

SECTION – B

Answer the following: 5 x 10 = 50 M

2. a) Is change essential for organizational transformation?
(OR)

b) Explain in detail the concept of Value Based Chain.

3. a) Discuss system diagram mapping in detail.
(OR)

b) How is intervention strategy applicable in organizations?

4. a) State the different interventions of OD used in the Indian Context.

(OR)

b) What are the challenges faced by an OD practitioner?

5. a) How was Collective Bargaining restructured in India after Globalisation?

(OR)

b) Productivity Bargaining improves work relations, Comment.

6. a) Justify the importance of team building in the development of an Organization.

(OR)

b) How does cultural diversity affect teams in the Globalised Era?

SECTION – C

7. Case Study

1X10=10

The organizational problem:

An OD practitioner was called into a hospital by their HR manager. The hospital needed to improve morale amongst its nurses. But as he spoke to different stakeholders, the issue became more complex.

1. The HR managers told me that morale amongst nurses was at an all time low. At the same time the hospital was trying to change its culture to become more patient than profit centric.

2. The matron of the hospital was concerned about the poor relationships between the nurses, their unit managers and the doctors. The unit managers were upset by the way that doctors by-passes them and shouted at their nurses, the nurse and their managers blamed arrogant doctors for the poor morale in the hospital.
3. The CEO was concerned that the doctors, who he saw as clients and partners of the hospital, but had the freedom to take their business to another hospital, anytime they wanted, losing specialists to competing hospitals would affect this hospitals brand and offering- as well as its profitability. He was also tired of being the only leader in the organization, and wished that the managers would begin to take responsibility and act like leaders.

Case Questions:

1. What are the problems identified by the HR manager, matron and the CEO?
2. What are the steps to be taken by the OD practitioner to solve their problems?