

SHRIMATHI DEVKUNVAR NANALAL BHATT VAISHNAV COLLEGE FOR WOMEN
(AUTONOMOUS)

(Affiliated to the University of Madras and Re-accredited with 'A+' Grade by NAAC)
Chromepet, Chennai — 600 044.

M.A.(HRM) END SEMESTER EXAMINATIONS APRIL - 2023
SEMESTER - II

22PHRCT2008 - Organisation Change and Organisation Development

Total Duration : 2 Hrs. 30 Mins.

Total Marks : 60

Section B

Answer any **SIX** questions ($6 \times 5 = 30$ Marks)

1. Enumerate on the process of organisational change.
2. How do you think organisational development can help in change management?
3. Elucidate the skills and competencies needed for the change agent.
4. What are the purposes of team building? List the features of an effective team.
5. Explain the phrases of OD.
6. Discuss the ethical dilemma in an Organisation Development.
7. Elucidate RAT.
8. Examine the role of organization development in Health Care .

Section C

I - Answer any **TWO** questions ($2 \times 10 = 20$ Marks)

9. Explicate resistance to change and ways to overcome it with suitable example.
10. Write in detail about Lewin's model of organization change. What is planned and unplanned organizational change?
11. Discuss OD interventions specific to Team Management.
12. Elaborate the various issues of client and consultant relationship. How to resolve such issues and help in smooth transition of Change?

II - Compulsory question ($1 \times 10 = 10$ Marks)

13. The personnel office of Prasant Chemicals limited informed the middle managers through a circular that a group of consultants would be calling on them later in the week to provide training on team building. The consultants would be emphasizing on how to develop team work and to build inter group relationships throughout the Company. The information also contained the approach to be adopted by the consultants and explained the five-step process of team building:

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problem sensing, examining differences, giving and receiving feedback, developing interactive skills, and follow up actions. The circular also included a note on the utility of team building in organisational effectiveness. On receiving the circular, middle managers, felt tensed as they thought team building as an exercise involving a lot of hocus-pocus as they experienced in sensitivity training exercises in which participants used to attack each other and let out their aggression by heaping abuse on those disliked. Therefore, the managers felt that the consultants were not needed for team building. One of the managers commented, “now that as we understand what is involved in team building, we can go ahead and conduct session ourselves. All we have to do is to choose a manager who is liked by everyone and put him in the role of change agent/ consultant. After all, you really do not need high priced consultants to do team building stuff. You just have a good feel for human factor”. The other managers generally agreed. However, the corporate personnel director turned down their suggestion and proceeded with his original programme of hiring consultants.

Questions:

- a. Why did middle managers show resistance to team building approach of organisation development?
- b. Do you think the managers had accurate view of team building concept and role of external consultant in that?
- c. Did corporate personnel office exemplify the concept of team building and its usefulness properly to middle managers? What actions should the department have taken?
