

Reg. No. _____

Name: _____

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FOURTH TRIMESTER MBA DEGREE EXAMINATION, SEPT 2018

HR -T4-2 ORGANIZATIONAL CHANGE AND DEVELOPMENT

Max. Marks: 60

Duration: 3 Hours

PART A

Write short answers to all questions. Each question carries two marks

1. Business Process Reengineering
2. Industrial Cycle
3. Organizational Inertia
4. Stakeholder Analysis
5. Psychology of Persuasion

PART B

Answer any three questions. Each question carries ten marks

6. Explain the characteristics of Organizational Development and discuss the history and evolution of Organizational Development.
7. Mention the impact of Weisbord's six box model in a successful change process.
8. Explain the concept of Organizational Learning and methods used for ensuring learning and knowledge management.
9. Mention the change approaches for ensuring innovation and improvement in an Organization with examples.
10. Explain the application of OD interventions in health care institutions with examples.

PART C

Compulsory Question

11. A leading multinational company in an IT park in Kerala is running successfully with 100+ employees. The employees represent people from different states and culture. The Company has three investor directors. One is a female and she is heading the HR and Operational functions. She is committed in her work and seems to be vocal and slightly authoritative. There is an employee called Murugan (Native of Salem) who is a physically disabled person but very social in nature. He is one of the employees from the start of the

company and joined even before the lady investor joined the organization. The employee was on an unauthorized absence for few months and later joined citing his absence was due to health issues but did not produce any medical certificate. Because of this or due to some other reasons, the lady director was not having a good impression about this employee. One day, she heard from her sources that the employee on the floor public declared his loyalty to other shareholders and leaked some of the information discussed in the management meeting which the employee took it from one of the core managers. After that, on a working day at the end of closing hours, she called him to her cabin and issued termination notice citing indiscipline. Employee accepted the letter and left the organization. Later, she sent a mail to all core managers saying ***“let us be reassured that I will not leave any stones unturned to find out who the canary is the next time such an objectionable circumstance occurs because such acts derail the positive momentum that some of us are building up through hours of thought and work and that just cannot be simply allowed”***.

This action created dissatisfaction among few employees and they started resisting management decisions from then onwards. The other shareholders also not very happy with the lady director's action and when the other shareholders questioned the logic of termination, she argued with them that “They are questioning her sincerity to the organization purely because she is a woman and she cannot digest the ego shown by male investors”.

1. Do you think the action taken by the newly joined Director against employee was correct & how it will impact organizational growth? (5 marks)
2. Should she continue to handle HR portfolio as she is very rigid in her decisions? (4 marks)
3. When you look at the discussion between shareholders, to whom you will support & why? (4 marks)
4. What are the interventional strategies you apply in this organization to ensure momentum and development? (7 marks)
