

Reg No.: _____

Name: _____

APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY
FOURTH TRIMESTER MBA DEGREE EXAMINATION(R&S), NOVEMBER 2019

Course Code: HRT402

Course Name: Organisational Development and Change

Max. Marks: 60

Duration: 3 Hours

PART A

Answer all questions. Each question carries 2 marks.

Marks

Write short notes on:

- | | | |
|---|--------------------------|-----|
| 1 | Change management | (2) |
| 2 | OD Interventions | (2) |
| 3 | BPR | (2) |
| 4 | Third party consultation | (2) |
| 5 | Planned change | (2) |

PART B

Answer any three questions. Each question carries 10 marks.

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| 6 | Briefly discuss the four approaches to change. | (10) |
| 7 | Discuss how the understanding of system theory helps the OD practitioners for facilitating organisational change. | (10) |
| 8 | Briefly explain the Techniques of Analyzing Diagnostic Data. | (10) |
| 9 | Explain the process of action research with diagram. | (10) |
| 10 | Enumerate in detail about “how human process interventions can create organisation development” with example. | (10) |

PART C

Compulsory Question. The question carries 20 marks.

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| 11 | Cisdo is no longer a “networking” company; it’s a technology company, with a new CEO, a new executive leadership team and a new focus on culture with a newly appointed Chief People Officer. Not even a year-old, Cisdo’s people started experiencing a performance driven culture which the firm believe as an attempt needed to become industry’s top performer. Developing a description of what Cisdo expected from employees should also include what employees expect from doing jobs in Cisdo. | (20) |
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Most people know of Cisco, but do they really know Cisco? The Talent Brand team had to overcome the image of Cisco as this “stodgy old tech company” image. We are diverse, we are cutting edge, we are a great place to work—and our employees are the ones saying it. The Talent team wants to make the people a technology driven job carriers that leads to take some risks, make some changes, and breakthrough the status-quo.

We aimed to do some storytelling – focus on showing, what the company did for long and where it intend to move not telling (all about them, less about us) and foster personal connections with current and future employees. The talent brand Team entered a season of new management, who asked a talent brand consultant to come in and give some feedback.

- i. As an OD practitioner what are the specific interventions that could be introduced in to the company for implementing the planned change. (10 marks)
- ii. What is the present problem faced by Cisco ? (5 marks)
- iii. Explain Kurt Lewin’s change model in this context. (5 marks)
