

Roll No.

Total No. of Pages : 03

Total No. of Questions :10

**MBA (Sem.-3)**  
**ORGANIZATIONAL CHANGE AND DEVELOPMENT**

Subject Code :MBA 931-18

M.Code :76898

Date of Examination: 05-12-2025

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

**SECTION-A**

1. Answer the following :

- a) Discuss two key characteristics that distinguish organizational change from organizational development.
- b) What is meant by planned change?
- c) State the purpose of the Six-Box Model.
- d) Define career anchors in the context of OD.
- e) What are third-party peace-making interventions in the context of OD?
- f) What is the role of power in OD interventions?
- g) Define the dependency issue in consultant-client relations.
- h) What is the concept of third-wave consulting?

## SECTION-B

### UNIT-I

2. What do you mean by organizational development? Discuss the various strategies for implementing organizational change.
3. Discuss the role of teams and teamwork in driving organizational change.

### UNIT-II

4. Explain the concept of parallel learning structures and their importance in OD.
5. Describe the characteristics of OD interventions and their impact on organizations.

### UNIT-III

6. Explain the concept of T-Groups and their role in developing interpersonal skills.
7. Evaluate the impact of organizational politics on the practice of OD.

### UNIT-IV

8. Explain the role of trust and expertise in building effective consultant-client relations.
9. Discuss the contemporary issues in OD and the future direction of the OD movement.

## SECTION-C

### 10. Case Study: Merging Cultures at Green Leaf and Eco Life

Green-Leaf, a successful organic food brand, merged with Eco-Life, a smaller company focused on sustainable packaging solutions. The goal was to create synergies between the two companies. However, the cultural differences between Green-Leaf formal, hierarchical environment and Eco-Life's informal, startup culture created friction.

Employees from both companies found it difficult to collaborate, leading to delays in new product launches.

### **Change Initiatives**

The leadership team hired an OD consultant to ease the transition. They conducted culture workshops to align values, created cross-company project teams and introduced regular social events to foster relationships. Leaders also ensured that employees had open communication channels to express their concerns.

### **Results**

Within a year, collaboration improved and the merged company successfully launched two new products. However, some employees from both companies still felt disconnected from the new culture, indicating that cultural integration was an ongoing process.

### **Answer the following questions after reading the case study:**

- a) What cultural differences caused challenges in the Green-Leaf and Eco-Life merger?
- b) Why is cultural integration critical in mergers, and how can it be effectively managed?
- c) What steps should leadership take to engage employees who still feel disconnected from the new organizational culture?

**NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.**