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Gandhi Institute of Engineering and Technology University, Odisha, Gunupur
(GIET UNIVERSITY)

M.B.A. (Fourth Semester) Regular Examinations, April - 2026

23MBAHR24021 - Organisational Development and Change
(MBA- HR)



Time: 3 hrs

Maximum: 60 Marks

(The figures in the right hand margin indicate marks.)

PART – A**(2 x 5 = 10 Marks)**Q.1. Answer **ALL** questions

- | | CO # | Blooms Level |
|--|------|--------------|
| a. Write the concept of Anticipatory change. | CO1 | K2 |
| b. Define Refreeze change with proper illustration. | CO2 | K2 |
| c. State any two models of OD which is given by Behavioural scientist. | CO4 | K1 |
| d. State any four importance of Corporate culture. | CO3 | K1 |
| e. Discuss the concept of Techno structural interventions. | CO6 | K2 |

PART – B**(10 x 5 = 50 Marks)**Answer **all the** questions

- | | Marks | CO # | Blooms Level |
|--|-------|------|--------------|
| 2. a. Briefly explain Greiner's Equential Models for Organizational development. | 5 | CO4 | K2 |
| b. Explain different non-behavioural techniques of OD intervention. | 5 | CO6 | K2 |
| OR | | | |
| c. Discuss how change initiatives can be made sustainable through culture reinforcement. | 5 | CO4 | K2 |
| d. Explain the strategies can be used to ensure employee participation in change. | 5 | CO6 | K3 |
| 3. a. Discuss what the interventions are coming under Human process intervention. | 5 | CO6 | K2 |
| b. Analyse what are the keys to be required for effective change management. | 5 | CO1 | K4 |
| OR | | | |
| c. Explain the process of Team building. | 5 | CO6 | K2 |
| d. Discuss various organizational changes. | 5 | CO1 | K2 |
| 4. a. Briefly explain the steps to be considered for OD intervention. | 5 | CO5 | K3 |
| b. Analyse the impact of change on organizational structure and performance. | 5 | CO2 | K4 |
| OR | | | |
| c. Briefly explain Lewin's Force Field Analysis Model and its application. | 5 | CO2 | K3 |
| d. Analyse the importance of diagnosing the need for change in an organization. | 5 | CO5 | K4 |
| 5. a. Analyse the challenges of changing deeply rooted organizational cultures. | 5 | CO3 | K4 |
| b. Describe the Continuous Change Process Model. | 5 | CO2 | K2 |
| OR | | | |
| c. Compare OD with traditional change management approaches. | 5 | CO2 | K4 |
| d. Discuss the criteria for selecting an appropriate intervention. | 5 | CO6 | K2 |
| 6. a. Explain how a systematic approach helps to make organizational change. | 10 | CO5 | K3 |
| OR | | | |
| b. A mid-sized IT company, TechNova Solutions, was facing serious issues in one of its project teams handling an important international client, where problems such as poor communication, frequent conflicts, unclear roles, and | 10 | CO3 | K4 |

lack of trust led to missed deadlines and declining performance, ultimately resulting in client dissatisfaction; the team members, coming from diverse functional and cultural backgrounds, were working in silos and often blaming each other during meetings, prompting the HR department to introduce a team building intervention with the help of an OD consultant, which included diagnosis through surveys and interviews, team-building workshops with trust-building activities, role clarification sessions, communication and conflict resolution training, and alignment of team goals, followed by continuous feedback and review meetings, and as a result of this structured intervention, the team gradually improved its communication, collaboration, and trust levels, reduced conflicts, met project deadlines successfully, and restored client satisfaction.

Questions:

1. Explain why a team building intervention was required in this case.
2. Analyze the root causes of conflict and poor performance within the team.

End of Paper