

ROLL No.....

NATIONAL COUNCIL FOR HOTEL MANAGEMENT
AND CATERING TECHNOLOGY, NOIDA
ACADEMIC YEAR 2018-2019

COURSE : 3rd Semester of M.Sc. in HA
SPECIALISATION : Human Resource Management
SUBJECT : Managing Change in Organizations
TIME ALLOWED : 03 Hours MAX. MARKS: 100

(Marks allotted to each question are given in brackets)

Q.1. List a few triggers / reasons that force organisations to change. Explain types of changes that occur in organisations.

OR

Apply work redesign model to implement job enrichment in an organisation. (10)

Q.2. Why do people resist change? What strategies can be applied to overcome the resistance to change?

OR

Discuss the key roles of Change agent in managing change. (10)

Q.3. What are the skills required to be a Change Agent or an OD practitioner? Weigh the pros and cons of hiring external and internal consultant. (10)

Q.4. What are the various ways in which data can be collected during diagnosis phase? How is the collected data analysed?

OR

What is organisation culture? What role does it play in shaping change? Elucidate with example of strong and weak culture. (10)

Q.5. Based on your diagnostic data and analysis, how would you ensure delivery of effective feedback to the management? List the factors you would consider while conveying feedback. (10)

Q.6. Explain **any two** models of planned change. Use one of these models to elucidate how you would bring about a change in an organisation which is trying to introduce some technical upgradation.

OR

What are different types of interventions? Explain **any one** intervention in detail.

(10)

Q.7. What are the issues that arise in OD consultant and client relationship and how do you prevent or resolve the same.

(10)

Q.8. You have been hired as an External Consultant in an organisation which is experiencing serious trouble in terms of interpersonal conflicts. Explain which intervention would you use to stimulate synergy between teams.

(10)

Q.9. Write short notes on **any five**:

- | | |
|---------------------------------------|---------------------------|
| (a) Role of Manager as a Change Agent | (b) Process consultation |
| (c) Force Field Analysis | (d) Job Re-design |
| (e) Action Research | (f) Learning Organisation |

(5x2=10)

Q.10. Choose the answer:

- (a) Which answers (s) below is not part of the diagnostic process?
- (i) Developing an intervention
 - (ii) Drawing conclusions for potential change improvement
 - (iii) Analyzing data
 - (iv) Collecting data of current operations
- (b) The client-centered OD practitioner will use which of the following approach?
- (i) Help clients identify problems and potential solutions
 - (ii) Take on the role of expert
 - (iii) Recommend particular changes
 - (iv) B&C
- (c) Which of the following is not a human process intervention:
- (i) Process consultation
 - (ii) Third party intervention
 - (iii) Downsizing
 - (iv) Team building

(d) Which of these is an input to organisation level design of diagnosis:

- (i) General environment
- (ii) Organisation design
- (iii) Group design
- (iv) Personal characteristics

(e) Which of the following is not a quantitative tool:

- (i) Means
- (ii) Content analysis
- (iii) Standard deviation
- (iv) Frequency distribution

(5x2=10)
