

- 6 MAR 2025 CE

	Minor Examination Question Paper		Review Date:
		SCHOOL OF BUSINESS	Semester: IV Session: JAN-JUNE 2025
	Program: MBA Course Name: Organization Development Course Code: BSL662		Maximum Marks: 40 Duration: 90 minutes
			Sheet 1 of 3
Instructions - The paper has THREE Sections. - Section A has 05 questions of 02 marks each. - Section B has 3 questions of 05 marks each. - Section C is Case study of 15 marks - There is NO CHOICE in this paper. - Attempt one section fully before starting with a new section. - This paper does NOT require use of any log/statistic table(s) - This paper does NOT require the use of any calculator.			
Course Outcomes CO1 Explain key OD concepts and frameworks to support sustainable organizational performance. CO2 Demonstrate the use of diagnostic tools and interpret organizational dynamics effectively. CO3 Design and implement individual, group, and organizational-level interventions. CO4 Build competencies to facilitate planned organizational change initiatives			

SECTION A
Multiple Choice Type Questions
10 marks

Q#	(Multiple Choice questions)	Marks	CO#
1.	Organization Development is aimed at:- (a) Enhancing congruence between organizational structure, processes, strategy, people and culture (b) Developing new and creative organizational solutions (c) Developing the organization's self renewing capacity (d) All of the above	Total 10 marks (Example: 5X2= 10)	CO1
2.	a) OD values generally tend to be: - b) Humanistic c) Democratic d) Optimistic e) All of the above		CO1
3.	The Unfreezing-Moving-Refreezing model of change was given by: - (a) Kurt Lewin (b) George Litwin (c) Rensis Likert (d) Jane Mouton		CO2
4.	Participation and Empowerment are two important foundations of OD (a) True		CO2

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	(b) False (c) Only Participation is a foundation (d) Only Empowerment is a foundation		
5.	People's perceptions and attitudes about the organization represent: - (a) Organizational Behavior (b) Organizational Climate (c) None of the above (d) Both a and b		CO2

SECTION B
Descriptive Questions
15 marks

SECTION B	DESCRIPTIVE QUESTIONS - (50 TO 100 WORDS)	Marks	CO#
6.	What is your understanding of Organizational Development and Change Management as a Management Student? Where will you apply this understanding to be an effective manager?	Total 15 marks 3 X5 =15)	CO1
7.	What is the most effective approach in achieving irreversible organizational change?		CO2
8.	Why any enterprise initiate Culture Change initiative and how it can be made productive and constructive transformation with the sound understanding of Organizational Development principles?		CO2

SECTION C
Case Study
15 marks

SECTION C	CASE STUDY	Marks	CO#
9	The Trinitron TV, transistor radio, Walkman, and VCR are the stuff of time capsules nowadays, but not long ago they were cutting-edge technology. Japan was at the pinnacle of the home consumer electronics industry from the 1970s to the 1990s, introducing new innovations to the world each year. Now those same Japanese firms are at the back of the pack and struggling to stay in the game. Japanese electronics production has fallen by more than 41 percent and Japan's global market share of electronics goods and services has decreased by more than half since 2000. Sony, for example, hasn't earned a profit since 2008. What happened? The simple answer is failure to innovate. While firms outside Japan pioneered digital technology and conquered the Internet, Japanese firms stuck to semiconductors and hardware. But the deeper issue is the refusal of Japanese managers to adapt to the global environment and change their organizations accordingly. For instance, Sony mastered the technology needed for a digital music player years before Apple introduced the iPod in 2001, but its engineers resisted the change. Sony's divisions would not cooperate with one another fast enough to compete in this market or in the new	Total 15	CO1,2

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market for flat-screen TVs. Even now, Sony has not managed to change its organization to reflect current global thinking in the industry. For instance, it and other Japanese firms make a larger number of products than most of their global competitors. Former Sony executive Yoshiaki Sakito said, "Sony makes too many models and for none of them can they say 'This contains our best, most cutting-edge technology.' Apple, on the other hand, makes one amazing phone in just two colours and says, 'This is the one.'" For Japanese electronics companies to survive, they must change. They were once able to structure their organizations around abundant, inexpensive labour to keep costs down and prices competitive, but that's no longer the case. One complicating factor is that Japan is an ancient country of many traditions, with a low birth rate and an aging population, so there will be an increasing shortage of workers. The country's culture will make it even more difficult to realign to globalization. It now must change to foster innovation, which may involve a cultural as much as an organizational transformation.

Based on the SCOT analysis of the above case, provide facts based and pragmatic answers to the below questions

- (a) What made the Japanese electronics industry initially successful?
- (b) How does a corporation such as Sony fundamentally differ from one like Apple?
- (c) Where might Japanese organizations outsource production to remain competitive in today's markets?

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