



QP CODE: 26801883



Reg No :

Name :

MBA DEGREE SPECIAL REAPPEARANCE EXAMINATION, APRIL 2026

Third Semester

MASTER OF BUSINESS ADMINISTRATION

ELECTIVE - 24MB03FE23 - ORGANISATIONAL CHANGE & TRANSFORMATION

2024 ADMISSION ONLY

AB252ADE

Time: 3 Hours

Maximum Marks: 60

Part A

*Answer any **five** questions. Each question carries **2** marks.*

1. Mention any three factors that make change necessary.
2. What do you mean by operational change ?
3. Why do people join groups?
4. List three ego state in transactional analysis.
5. Mention any two diagnostic models.
6. What do you mean by Biofeedback?
7. What do you mean by resistance to change?

(5×2 = 10 Marks)

Part B

*Answer any **five** questions. Each question carries **6** marks.*

8. How do global trends and innovation drive the necessity for change.
9. Explain in detail the various perspectives of change.
10. Explain how role plays help in improving managerial and communication skills.
11. Explain the characteristic features as well as the importance of MD.
12. Explain Survey feedback in detail and how it helps the organizations.
13. Explain Kurt Lewin's three stage model of change.
14. Summarize the Burke Litwin Model

(5×6 = 30 Marks)





Part C

Answer any **two** questions. Each question carries **10** marks.

Question number 17 is compulsory .

15. You have been appointed as an internal change agent for a digital transformation project in your company.

Question:

Evaluate the competencies and behaviors you would need to demonstrate to ensure credibility and effectiveness in this role.

16. During focus groups on improving communication culture, Anita, a long-tenured employee, remains silent and avoids expressing opinions. Her peers privately say she “doesn’t believe management ever listens.”

Question:

Assess how an OD practitioner could engage Anita and others like her to foster psychological safety and increase participation in the change process.

Compulsory Question

17. After 25 years, *Mr. Kapoor*, the founder, steps down, and *Rina*, a younger successor, introduces a flatter organizational structure. Senior employees are uneasy, fearing loss of hierarchy and status.

Question:

Evaluate how OD strategies (like coaching, team interventions, and communication plans) could be used to smooth the leadership transition and preserve organizational stability.

(2×10 = 20 Marks)

