



**MCOM311**

**III Semester M.Com. Degree Examination, February / March - 2026**

**(CBCS Scheme Freshers)**

**COMMERCE**

**Organizational Change and Development**

**Paper - 3.3HM**

**Time : 3 Hours**

**Maximum Marks : 70**

**SECTION - A**

**Answer any Seven questions out of Ten. Each question carries 2 marks.**

**(7×2=14)**

1.
  - a) Who are Change Facilitators?
  - b) What is organizational vision?
  - c) What is MBO?
  - d) Mention any two characteristics of OD.
  - e) What do you mean by Appreciative Inquiry?
  - f) Define Transactional Analysis.
  - g) What is meant by OD?
  - h) What is accurate data in control system?
  - i) Mention any two factors blocking recognition of the need for change.
  - j) What is meant by control process?

**SECTION - B**

**Answer any Four questions out of Six. Each question carries 5 marks.**

**(4×5=20)**

2. Explain the role of organizational change agent.

**[P.T.O.]**



3. Discuss the importance of creating awareness of the need for change.
4. Explain the nature of organizational change.
5. Write a note on Managerial Grid.
6. Describe the stages of an OD Programme.
7. Write a note on the role and styles of OD Practitioners.

**SECTION - C**

**Answer any Two questions out of Four. Each question carries 12 marks.**

**(2×12=24)**

8. Explain the various roles involved in organizational change and discuss the key skills needed to be an effective change leader.
9. Describe the Life Cycle of Change and explain the models of change with special reference to Lewin's Model.
10. Explain strategy maps and Balanced Scorecard in detail. How do these tools help in monitoring and sustaining organizational change?
11. Explain institutional building as an OD intervention. How does it contribute to long term organizational effectiveness?

**SECTION - D**

**Compulsory Skill-Based Question.**

**(1×12=12)**

12. Create a sample role negotiation document for a team leader and subordinates.
-