GUJARAT TECHNOLOGICAL UNIVERSITY
MBA - SEMESTER - III EXAMINATION - WINTER 2025

Subject Code: N2539332   **Date: 22-12-2025**

Subject Name: Global Strategies for Organizational Development

Time: 10:30 AM TO 01:30 PM   **Total Marks: 70**

Instructions
1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.
4. USE of SIMPLE calculators AND non-programmable scientific calculators are permitted.

			Marks
Q.1		ALL 7 Questions must be Compulsory.	**14**
	(a)	Role of Organization Culture in OD	
	(b)	OD Professional Values and Ethics	
	(c)	Group Norms and Growth under Process Interventions	
	(d)	Mintzberg's Managerial Roles	
	(e)	Elaborate upon OD: Fad or Discipline?	
	(f)	Role of data analytics in modern OD	
	(g)	Impact of technological unemployment on OD	
Q.2	**(a)**	Describe the role of Kurt Lewin's work in shaping the early foundations of Organization Development.	**07**
	(b)	Describe the importance of diagnosis in an OD model and the tools used for it.	**07**

OR

	(b)	Why is evaluation an essential stage in the OD model? Discuss with examples.	**07**
Q.3	**(a)**	Explain how continuous learning contributes to organizational renewal.	**07**
	(b)	Explain Interpersonal Style: The Johari Window Model in context of OD.	**07**

OR

	(a)	Explain how transactional analysis can help you better understand your communication patterns	**07**
	(b)	Identify the six steps in the team development process	**07**
Q.4	**(a)**	You are appointed as an OD consultant in a manufacturing firm facing declining productivity and low employee morale. Design a step-by-step Organization Transformation plan to revive the company.	**07**
	(b)	Organizations are moving toward digital-first operations. Explain how future OD trends such as AI-driven HR, data analytics, and digital transformation can reshape OD interventions in a modern company.	**07**

OR

(a) An organization has merged with another company, causing cultural clashes. Develop an OD-driven transformation strategy to integrate both cultures smoothly. **07**

(b) Explain how OD practitioners can use advanced technologies such as AI, machine learning, and people analytics to diagnose organizational issues and design future-ready interventions. Use practical examples. **07**

Q.5 SEngageM Solutions is a mid-sized IT consulting company with 1,500 employees that has recently embraced several emerging technologies, including AI-driven analytics, automation tools, digital collaboration platforms, and cloud-based HR systems. The leadership anticipated that these innovations would enhance operational efficiency, reduce costs, and improve decision-making. However, the rapid adoption of technology brought unintended organizational challenges, affecting employee morale, managerial effectiveness, and the company's traditionally people-centric culture.

Employees expressed concerns over job security due to automation, while managers struggled to apply data-driven decision-making because of limited analytical skills. The shift to a hybrid work environment further disrupted team communication and collaboration, creating a growing cultural and skill gap between younger, tech-savvy employees and senior staff. Additionally, HR observed rising stress levels, change fatigue, and declining engagement, signaling the need for structured organizational support.

To address these challenges, SEngageM Solutions initiated a series of OD interventions:

- Conducting AI-based skill assessments to identify gaps and potential.
- Designing continuous learning and upskilling programs to equip employees for technological changes.
- Launching virtual team-building initiatives to strengthen collaboration in hybrid settings.
- Promoting a culture of innovation, psychological safety, and knowledge sharing.
- Implementing digital leadership development to prepare managers for guiding teams in a technology-driven environment.

Through these initiatives, SEngageM aims to become a future-ready, agile, and tech-enabled organization. The leadership recognizes, however, that successfully aligning organizational culture with emerging technologies requires ongoing OD strategies and a commitment to employee engagement and development.

Based on the theoretical exposure, understand it and provide your though in a form of answer as per questions given below

(a) Discuss how emerging technologies introduced at SEngageM are influencing the organization's culture. Provide examples from the case. **07**

(b) Analyze how hybrid work and digital tools are reshaping managerial roles and team dynamics at SEngageM.   **07**

<div align="center">OR</div>

(a) Evaluate the OD interventions implemented by SEngageM to address employee challenges. Are these sufficient for long-term organizational growth? Justify your answer.   **07**

(b) Suggest additional OD strategies SENgageM can adopt to build a future-ready, learning-oriented organization in the era of AI and automation.   **07**

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