

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER 3 – EXAMINATION – SUMMER 2016

Subject Code : 2830301**Date: 04/05/2016****Subject Name: Change Mgt. & Org. Development (CM&OD)****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.

Q. No. Choose the Best Possible Answer from the 4 options (Multiple Choice Question) 6

Q.1 Objective Questions**(a)**

1. NTL and Survey Research Methods were pioneered by
 A. Robert Blake B. Jane Mouton
 C. Richard Beckhard D. Kurt Lewin
- People tend to ignore information that they do not want to hear because it might be distracting or conflict with other ideas or values. This is known as...
 2. A. Perception B. Closure
 C. Selective Perception D. Dilemma Interpretation
- Emotional exhaustion or depersonalization sometimes experienced by those who do 'people work' is termed as...
 3. A. Stress management B. Stressors
 Intervention
 C. Crooked Stroke D. Job-burnout
- _____ is a mode of thinking that people engage in when they are deeply involved in a cohesive in-group. It is like adopting a soft-line of criticism.
 4. A. Illusion invulnerability B. Group think
 C. Group cohesiveness D. Self-censorship
- _____ is an organization-wide system that focuses on the customer and increases the efficiency and reliability of work.
 5. A. TQM B. QWL
 C. JIT D. 5 S
- _____ believes in continuous self-directed learning that will lead towards positive change and growth in the individual, team and organization.
 6. A. Re-engineering B. Job-redesign
 C. T&D D. Learning Organization

Q.1 (b) Short / Definition Questions (1 marks each)**04**

1. What is organization culture?
2. What are the characteristics of an open system?
3. What is Organizational Transformation?
4. Job Enrichment Theory

Short Questions (2 marks each)

- Q.1** (c) 1. Differentiate between Managerial effectiveness and Managerial efficiency. **04**
2. Mention some of the skills that focus on the people-oriented nature of the OD Practitioner.

- Q.2** (A) Identify and explain the five stages of Organization Development with any imaginary management problem. **07**
- (B) Compare and contrast the four types of management orientations used in relating to the environment, with live examples of some organizations/ industry for each. **07**

OR

- (B) You are the HR Manager of a Pharmaceutical firm which is passing through some difficult times on account of some employee related problems. Propose a proposal to your CEO discussing about the pros and cons of approaching an external or going ahead with an internal OD practitioner to sort out the problem of your firm. **07**

- Q.3** (A) What is diagnosis? Discuss in detail the red-flags or problems which the OD practitioner should be aware of in the diagnosis phase. **07**
- (B) What is Stream Analysis. Explain how Stream Analysis can be used in an OD Program with an example. **07**

OR

- Q.3** (A) Discuss in detail the major types of Process Interventions that may be used to solve problems. **07**
- (B) Do you think that a company must have policies/ strategies which encourages a successful Health & Wellness Program for its employees? What kind of Health/ Wellness Programs can an organization have and why is it important? **07**

- Q.4** (a) Write note on (BOTH): **07**
i. System 4 Management
ii. Third-wave Organizations
- (b) What is Total Quality Management and how it can be used to improve quality and productivity. **07**

OR

- Q.4** (a) Discuss in detail Johari Window and its managerial implication. **07**
- (b) How can managers develop an organization culture that encourages a high-performance system or a learning organization? **07**

Q.5 (A) CASE-STUDY: HOW ABC Ltd. HANDLED ITS SITUATION 14

ABC Ltd. is a diversified chemical manufacturer. It has a global presence for its chemical products.

Operating Problems at the Polymer Division

The Polymer Division had problems from the beginning including low morale, high costs, low productivity and an old product line. The Division's top and middle management understood the need to improve its operations, but those lower in the division did not understand.

The change

The head of the Polymer Division decided after much research that some major changes were needed to bring long-term improvement. The Division's mission statement was formulated with the help of internal key-people. Personnel cut-backs through early retirement plans had already occurred. A five-point vision statement was developed with the involvement of employees even at the grass-root level by taking their suggestions through supervisors. Some changes in hierarchy were suggested by the team of head of Operations as well as CEO. These changes in hierarchy brought in some resistance from the people across various levels.

However, the HODs, HR Manager and CEO worked on the various issues to tackle the situation and bring peace and harmony in the organization alongwith sustainable development.

Answer the following:

1. Highlight the key strategies taken by ABC Ltd. to build acceptance within the lower ranks of the change program. **(4 marks)**

2. Imagine you are the HR Manager of ABC Ltd. Based on the case discuss the strategies which you suggest to lessen the resistance to certain strategies which are suggested by you regarding changes in hierarchy and other such suggestions. **(10 marks)**

OR

Q.5 (B) CASE-STUDY: TEAM-BUILDING AT XYZ LTD. 14

Soma is the Marketing Department Manager of XYZ Ltd. She has noticed that her staff seems to be pulling in separate directions and some members have trouble cooperating with others. She feels team building will help her department function in a more positive and productive way. Soma interviews several OD consultants to find the change agent she thinks will be right for what she needs. Soma decides on Pratham, an OD consultant that best answered the question, "How will this change agent build a group into a team?"

Pratham meets with Soma to discuss the problems. They define the problem as Soma sees it. They discuss specific questions to ask and data that will be collected from interviews with team members. Pratham interviews Soma's staff and immediately a number of issues surface that appear counter-productive to effective functioning. Lack of communication is identified as the most serious problem, and many of the other major issues are the direct result of the communication break down. Pratham reports the general findings back to Soma without mentioning any names. After discussing the problem and possible ways to solve it, they decided on some action steps for XYZ Ltd.

(Continued....)

Answer the following:

1. Do you think that Soma was correct in calling Pratham? Give your reasons. What were the major problems at XYZ Ltd. **(4 marks)**

2. If you were appointed as the OD Consultant, what would you have suggested as strategies to improve and solve the problem of XYZ Ltd.

(10

marks)
