

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER III – EXAMINATION – SUMMER 2019

Subject Code: 3539231

Date: 08/05/2019

Subject Name: Change Management and Organization Development

Time: 02:30 am to 05:30 pm

Total Marks: 70

Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

- Q.1** Explain the terms: **14**
- (a) T-Group Training
 - (b) Employee Empowerment
 - (c) Interpersonal Intervention
 - (d) Diagnosis
 - (e) Organizational Renewal
 - (f) Third Wave Organization
 - (g) System-4 Management
- Q.2** (a) What is Organization Development? State and briefly explain five stages of it. **07**
- (b) Success of Organization Development program is dependent on fit between OD values and the Organization's values" –Discuss **07**
- OR**
- (b) Assume that you are an HR manager of a firm which is facing certain employee related issues. Propose a proposal to CEO discussing about pros and cons of approaching and external or going ahead with an internal OD practitioner to sort out the problems. **07**
- Q.3** (a) Explain the concept – "Life cycle of resistance to change" in brief. **07**
- (b) Discuss in detail the major types of Process Interventions that may be used to solve the problems. **07**
- OR**
- Q.3** (a) Explain the steps in a career life planning program **07**
- (b) Discuss the characteristics of self- managed work team. **07**
- Q.4** (a) Compare and Contrast Organization Development and Organization Transformation. **07**
- (b) How can managers develop an organization culture that encourages a high performance system or a learning organization? **07**
- OR**
- Q.4** (a) Define Stream Analysis. Explain how Stream Analysis can be used in an OD program with an example. **07**
- (b) What are emerging issues and values in relation to the challenge and future for organization? What are the future trends in OD? **07**

Q.5 CASE STUDY:

Shree Ram India Ltd. is a manufacturing company located in Surat. The company was doing well from the past thirty years and the people involved in the operations were confident in their respective areas of operations as they were doing it from quite some time. There was a feeling among some of the employees that it is becoming monotonous kind of an affair although the efficiency has gone very high due to the fact that the same person is doing the job from quite some time.

A recent change in the policy and procedures of the company, it was made possible for the employees to engage in job rotation. Soham is In-charge of a manufacturing operation from the past five years and he has three subordinates directly reporting to him - Vinod, Sahil, Rushi. Vinod has been working in the same job position from the past twenty years, whereas Sahil from the past five years and Rushi from the past two years in the same job position.

Soham being quite young and dynamic welcomed the change in the policy and procedures as it amounts to giving more options to the people those who are dynamic and look for more challenges. Moreover it provides more holistic perspective about the organization. Soham perceived that it is a win/win situation for both the employees and the organization. He called a meeting to discuss the possibility of the adoption of job rotation. As the meeting progressed, Soham became aware that out of three subordinates, two wanted to change to a job rotation schedule, whereas one is not at all interested for the same. Soham was in a fix and adjourned the meeting. After giving a considerable thought to the problem, he was able to crystallize on four alternative approaches that may be followed to manage this conflict situation:

1. Forget about Job rotation in this unit.
2. Issue the orders that job rotation is mandatory for all the three subordinates with immediate effect.
3. Respect the feelings of each one and work out an arrangement where job rotation occurs for a while, & is stopped for a while, and so on, thus allowing each person to have his or her way for some time.
4. Call the meeting again and discuss the pros and cons of the proposed change and that their interpersonal relationship are very important than any job rotation. And Try to develop a consensus for job rotation.

- (a) Which of the four approaches should Soham choose to follow in this situation? Why? Justify your answer with proper arguments. **07**
- (b) What special interpersonal skills should Soham need to succeed in this problem situation? **07**

OR

- Q.5** (a) 'Organization's policies should be changed time to time.' – Agree? Justify your answer in the reference of this case. **07**
- (b) Assume that you are the CEO of the organization and you have to implement this change. Prepare a model of change which you think would avoid such conflict when this change would be implemented. **07**
