

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY

MBA – SEMESTER (3) – EXAMINATION – SUMMER 2019

Subject Code: 2830301

Date: 08/05/2019

Subject Name: Change Management and Organization Development

Time: 02:30 PM 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. No.	Objective Questions	Marks
Q.1(A)	1. OD is oriented to improving organizational ____. a. growth b. effectiveness c. profitability d. none of the above 2. Which of the following is an example of a psychological contract? a. application form b. written contract c. job description d. unwritten agreement 3. A hyperturbulent environment is characterized by ____. a. rapidly changing product lines b. continual technological innovation c. stable market growth d. answers a and b 4. Which of the following is NOT an element of the sociotechnical system of organizations? a. technical b. managerial c. budgeting d. structural 5. Organization culture is likely to be concerned with ____. a. shared assumptions b. socialization of new members c. managerial philosophy d. all of the above 6. The success of an OD program, to a large extent, is dependent on the fit between ____. a. OD values and organization values b. managerial efficiency and managerial effectiveness c. organization vision and rewards for change d. motivational climate and organizational effectiveness	6
Q.1	(b) Answer Briefly	04
	1) Job Burnout 2) Parkinson's Law 3) Open Book Management 4) Norms	
Q.1	(C) Explain the importance and need of 'Change' in the development of	04

Organization.

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| Q.2 | (a) | Give the meaning of OD. Explain its characteristics | 07 |
| | (b) | Give the meaning of organizational change. Explain its basic components with an example | 07 |

OR

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| | (b) | Explain various types of organizational change with examples | 07 |
| Q.3 | (a) | Explain model of adaptive orientation | 07 |
| | (b) | Explain socialization process with an example | 07 |

OR

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| Q.3 | (a) | Explain systems approach | 07 |
| | (b) | Being an OD consultant which type of consulting style will you prefer? Why? | 07 |
| Q.4 | (a) | Explain any three diagnostic model | 07 |
| | (b) | Explain the formation of corporate culture with a corporate example | 07 |

OR

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| Q.4 | (a) | Explain the formation of consultant client relationship | 07 |
| | (b) | Explain why Johari window and TA are used in OD | 07 |

- Q.5** ABC is the Marketing Department Manager of XYZ Ltd. Manager has noticed that the department staff seems to be pulling in separate directions and some members have trouble cooperating with others. Manager feels team building will help department function in a more positive and productive way. ABC interviews several OD consultants to find the change agent that will be right for what the department needs. ABC decides on PQR, an OD consultant that best answered the question, "How will this change agent build a group into a team?"

PQR meets ABC to discuss the problems. They define the problem as ABC sees it. They discuss specific questions to ask and data that will be collected from interviews with team members. PQR interviews ABC 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 breakdown. PQR reports the general findings back to ABC without mentioning any names. After discussing the problem and possible ways to solve it, they decided on some action steps for XYZ Ltd.

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| Q.5 | (a) | Do you think that ABC was correct in calling PQR? Give your reasons. What were the major problems at XYZ Ltd. | 04 |
| Q.5 | (b) | 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 |

OR

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| Q5 | <p>A small company interested in development of project management system. With a project management system in place, employees may be able to work smarter, handling tasks in sequential order, identifying which tasks are dependent upon others and outlining which resources are necessary to take projects from start to completion. The objective behind this system is to improve quality of product or service in less time, so customer get benefits of the same. The employees in the company numbering around 1500 are fearful of the change brought out and hence resisted in many ways. As an OD consultant, how did you advice the management to tackle the problem and what intervention techniques would you suggest.</p> | 14 |
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