

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER (3) – EXAMINATION – WINTER 2015

Subject Code: 2830301

Date: 03/12/2015

Subject Name: Change Management and Organization 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.

- Q.1 (a)** Answer the following questions with the suitable options. **6**
- Which of the following methods is adopted when there is a high uncertainty in the external environment?
1. A. Contingency approach B. System design approach
C. Data driven approach D. None of the above
- Managing change is an integral part of _____.
2. A. Top management's job B. Middle-level management's job
C. First-line manager's job D. Every manager's job
- Which of the following is the process that adapts employees to the organization's culture?
3. A. Pivotal norms B. Peripheral norms
C. Socialization D. Creative individualism
- _____ system is the self contained and isolated from the environment.
4. A. Open system B. Equilibrium system
C. Dynamic system D. Closed system
- Which of the following style of OD practitioner emphasis on high morale and high effectiveness?
5. A. Persuader B. Pathfinder
C. Analyzer D. Stabilizer
- Which of the following is not an organizational development intervention program?
6. A. Team-building B. Survey feedback
C. Leadership development D. All of the above
- Q.1 (b)** Define the following terms. **04**
1. Organizational Renewal
 2. Intervention Process
 3. Corporate Culture
 4. Practitioner-client relationship
- Q.1 (c)** Describe the key factors in cultural change. **04**
- Q.2 (a)** Explain the five stages of organization development in detail. **07**
- (b)** Discuss the implication of organization renewal concept for 21st century's organization. **07**
- OR**
- (b)** "Success of Organization Development program is dependent on fit between OD values and the organization's values." Discuss. **07**

- Q.3** (a) What are the pros and cons of external and internal practitioners? Discuss. **07**
(b) What is Diagnosis? Explain Diagnostic process. **07**
OR
- Q.3** (a) What methods might be used for dealing with resistance to change? Explain. **07**
(b) What is process intervention? How process interventions can be used in an OD program. **07**
- Q.4** (a) Discuss the characteristics of self-managed work team. **07**
(b) “Every organization has a culture, but some cultures are stronger than other.” Discuss. **07**
OR
- Q.4** (a) What is third-wave organization? Discuss the characteristics of third-wave organization. **07**
(b) How can managers develop an organizational culture that encourages a learning organization? **07**
- Q.5** A textile manufacturing company plan to introduce new product to the market. The management wants to establish different division for the same. The top management decided to assign task to new team from the organization. As a consultant suggest stages for team development process to the company. **14**
OR
- Q.5** 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. **14**
