GUJARAT TECHNOLOGICAL UNIVERSITY
MBA - SEMESTER–III • EXAMINATION – SUMMER • 2014

Subject Code: 830301   **Date: 29-05-2014**
Subject Name: Change Management and Organizational Development
                    (CM&OD)
Time: 14:30 pm – 17:30 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)** Define Organizational Development? Explain in detail the model for organizational Development.   **07**

(b) Define the following: **07**
  i) Organization Renewal
  ii) Entropy
  iii) Hyperturbulent Environment
  iv) Closed System
  v) Team Effectiveness
  vi) Job Burnout
  vii) Code of Ethics

Q.2 **(a)** "Stability and Adaptation are essential to continued survival and growth" Explain the statement in light of Approaches to change.   **07**

(b) Define TQM. Explain the characteristics of TQM.   **07**
OR
(b) "Learning organizations are Pragmatic". Explain   **07**

Q.3 **(a)** Explain in detail the term "Organization as a System", emphasizing on "The Socio Technical system".   **07**

(b) Who is the OD practitioner? Explain the various OD practitioner styles used by the practitioner in dealing with the client.   **07**
OR
Q.3 **(a)** What is Diagnosis? "Data collection process is an important and significant step in an OD program" – Do you agree to this statement? Explain emphasizing the various data collection methods   **07**

(b) Explain the Diagnostic process and the Models of Diagnostic.   **07**

Q.4 **(a)** "Communication is a critical dimension in determining the effectiveness of organization". Explain in purview of JOHARI window   **07**

(b) What are the strategies of Change? Also Explain the Environmental factors affecting the strategic change management.   **07**
OR
Q.4 **(a)** Explain the model given by Eric Berne.   **07**

(b) "Evaluation is an important strategy for future development". Explain the Evaluation process for OD programs and explain Future Trends in OD.   **07**

Q.5 **(a)** Write Short notes on: **07**
  i) Organizational Iceberg Approach
  ii) Stream Analysis

(b) Write short notes on: **07**
  i) The Performance Gap
  ii) Laboratory Learning

Q.5 **(a)** Sertune India Ltd. is a manufacturing company located in Delhi. The company **14** 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. Shyam is In-charge of a manufacturing operation from the past five years and he has three subordinates directly reporting to him - Vijay, Sameer, Rahul. Vijay has been working in the same job position from the past twenty years, whereas Sameer from the past five years and Rahul from the past two years in the same job position.

Shyam 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. Shyam perceived that it is a win/win situation for both the employees and the organization. Shyam called a meeting to discuss the possibility of the adoption of job rotation. As the meeting progressed, Shyam 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. Shyam 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 workout 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.

Questions:

(a) Which of the four approaches should Shyam choose to follow in this situation? Why? Or Should an alternative approach be taken?

(b) What special interpersonal skills should Shyam need to succeed in this problem situation?

(c) 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.

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