

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY**MBA - SEMESTER– III EXAMINATION – WINTER 2019****Subject Code: 3539231****Date: 03-12-2019****Subject Name: Change Management and Organization
Development****Time: 10:30 AM TO 1.30 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 briefly for ALL the questions below:**14**

1. What is corporate culture?
2. Elaborate the statement: 'OD focuses on managing change at both the individual, group and organizational level'
3. What can be the ethical guidelines for OD professionals?
4. What is diagnosis in OD?
5. What is the difference between OD and OT?
6. Who is a Learning Organization?
7. Cohesiveness and Group-think.

Q.2 (a) What do you think are the factors which have lead to the development or emergence of OD? Design a model for OD as a continuous process.**07****Q.2 (b) Discuss the five basic OD practitioner styles. Which practitioner style seems to be the best suitable at the work place?****07****OR****Q.2 (b) Discuss various strategies which can be adopted to lessen resistance at the work-place for implementation of a new HR policy.****07****Q.3 (a) Discuss in detail the three basic approaches to OD viz. Structural, Technical and Behavioural and their integration strategies.****07****Q.3 (b) Discuss the potential stressful work activities at the work place today. Discuss the major Stress-Management Interventions which can help individuals to cope with the negative outcomes of exposure to stress.****07****OR****Q.3 (a) Discuss the purpose for developing teams. Discuss the usual operating problems of teams.****07****Q.3 (b) Discuss the Johari window in detail. How do you think that the knowledge of Johari window is useful in OD?****07**

Q.4 (a) Write a note on: Systems 4 Management and High Performing Systems **07**

Q.4 (b) You have observed your market share and found that profitability has nose-dived to an alarming level. As the marketing head of the company, you have been asked to draw an elaborate plan for organizational diagnosis. Develop your plan clearly detailing the methods of your justification with due justification. **07**

OR

Q.4 (a) Write a detailed note on TQM. **07**

Q.4 (b) You are playing the role of a change agent in an organization engaged in manufacturing technology-intensive life-style products. Your organization is now facing competition from many global players and hence going for major re-structuring to change the product-line. Do you think such a change program can be categorized as strategically important for your organization? Give supporting arguments. **07**

Q.5 CASE STUDY: Read the case below and answer the questions that follow:

Senior Management Team Intervention

Linda, the CEO of a global software development company, knew she needed to have a tough conversation with her senior management team about how they were working together – or, more precisely, how they were *not* working together. Communication on the team had broken down because different team members had varying perspectives on important issues, and were not finding productive ways to address them. Some were angry but silent, while others were fighting openly – and loudly. The team knew they needed to discuss how to communicate across departments, how to make decisions together as a team, and how to manage the hand-off from the Sales department to Engagement Management once a new client had been signed on. An OD Consultant firm was hired to solve the issue.

The OD Consultant firm conducted the initial round of diagnostic interviews with each member of the 6-person senior management team. It discovered that there was a long-running history of miscommunications and turnover on the leadership team that contributed to the current difficult team dynamics. In particular, two members of the team represented opposite views from one another on a series of topics facing the team. These two team members, the Chief Marketing Officer and the Chief Technology Officer, had very different perspectives on how certain decisions had come to be made, and how those should now change. Linda, the CEO, was unsure how to manage the quickly deteriorating relationship between the CMO and CTO.

After the initial interviews, the OD Consultant firm helped the CMO and the CTO explore the nature of their relationship, their different roles in the company, as well as their different management styles and personalities. It enabled them to listen to one another, and to share their own perspectives, reasoning and interests. While they still disagreed on some topics, they discovered that some of their initial disagreements had been the result of misinterpretations and stylistic communication differences. This helped them give one another the benefit of the doubt more readily than before, and to agree on two major decisions that had previously been deadlocked

and were holding up the team. They recommended those decisions to the CEO. Through the team-wide meetings, each of the officers made a series of commitments for actions to take in the next 3 quarters to follow up on the solutions the team had generated. The CEO committed to being more proactive when disagreements on the team arose, and to tracking everyone's commitments over time. Over the next few months, the senior management team identified how best to make decisions going forward, how to communicate in good times as well as under stress, and they resolved the Sales/Engagement Management hand-off. As a result, the company's overall bottom line improved by 25% and the working relationships and satisfaction of the senior management team members increased significantly. Through this experience, each of the team members also learned how to more authentically listen to other people's viewpoints and how to calmly and more effectively express their own.

Based on the Case above answer the questions that follow:

Q.5 (a) What were the problems faced or foreseen by Linda, the CEO, in her organization? **07**

Q.5 (b) How did the OD Consultant firm identify the underlying issues in the organization? **07**

OR

Q.5 (a) What were the problems identified in the senior management team of the client company? **07**

Q.5 (b) How did the OD Consultant firm help the client company to resolve their issues? **07**
