

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER 3 • EXAMINATION – WINTER 2018**

**Subject Code: 2830301****Date: 07/12/2018****Subject Name: Change Management & Organizational 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 multiple choice questions: 06**

1. Lewin's three step change model is based on the following steps:  
A. Refreeze, transition, unfreeze      B. Transition, freeze, refreeze  
C. Unfreeze, refreeze, unfreeze      D. Unfreeze, transition, refreeze
2. OD process is cyclical and ends, when \_\_\_\_\_.  
A. Desired development result is obtained      B. Plan is implemented  
C. Data is gathered      D. Problem is identified
3. People in the organisation should be treated as \_\_\_\_\_.  
A. Natural resource      B. Important resource  
C. Working capital      D. All of the above
4. MBO is known as \_\_\_\_\_.  
A. Management by OD      B. Management by Objective  
C. Management by Organization      D. None of the above
5. It is proved, that people can use their capabilities and creativity if they are provided with \_\_\_\_\_.  
A. Adequate opportunities      B. Suitable work climate  
C. Both 'A' and 'B'      D. None of the above
6. A known OD conceptualize, has identified prime responsibilities of OD, consultant. The initiator's name is \_\_\_\_\_.  
A. Taylor      B. Ishikawa  
C. Posovasky      D. Argyris

**Q.1 (b) Define following terms briefly: 04**

1. Job Enrichment
2. Culture
3. OD
4. Open system

**Q.1 (c) Discuss "Johari" Window model in brief. 04**

**Q.2 (a) Discuss major sources of stress in detail. 07**

**(b) What is Organization Development? Identify and explain five stages of Organization Development. 07**

**OR**

**(b) Discuss Total Quality Management (TQM) and its characteristics. 07**

- Q.3 (a) Identify the six steps in the team development process. **07**  
 (b) Identify the future trends in Organizational Development. **07**

**OR**

- Q.3 (a) What methods might be used for dealing with resistance to change? Explain. **07**  
 (b) What is Self – Managed Work Teams? Mention the characteristics of Self Managed Teams. **07**

- Q.4 (a) Explain any two models used for diagnosis by the OD consultant. **07**  
 (b) Write a short note on: Stream analysis **07**

**OR**

- Q.4 (a) Discuss:  
           1. High Performance System                      2. Third-Wave Organization **07**  
 (b) Write a short note on: Transactional analysis **07**

- Q.5 **Discuss the case study with answers of following questions. 14**

### **Change Management at NOKIA**

In July 2012, shares of Nokia were trading below \$2 — far off from their highs of nearly \$60 in 2000 and nearly \$40 in 2007. At the time of this writing, the shares have somewhat rebounded, up more than 300% after having climbed into the \$7 range.

At the turn of the millennium, Nokia was one of the world’s largest suppliers of mobile devices. This, of course, was before smartphone mania swept the nation (and the world).

Fast forward to 2010, and while Nokia remained profitable, the writing was on the wall. It was only a matter of time before Nokia phones, as they currently existed, would remain relevant. Because Apple beat Nokia to market with its iPhone, the latter company missed its opportunity to lead the smartphone revolution.

Understanding this all too well — Nokia has reinvented itself time and again in its 150-plus-year history — the Finland-based company hired a new CEO to take the reins. Ultimately, Nokia’s new management team decided to sell the company’s struggling phone division to Microsoft.

Like it has done so many times over the years (how else does a company founded in 1865 become the worldwide leader in mobile devices in the 1990s?), Nokia has changed the focus of its operations once more. Currently, the company is building network and mapping technologies, among other initiatives.

### **Questions:**

- (a) Discuss problems faced by Nokia in current time as discussed in case study.  
 (b) Do you think selling entire phone division to “Microsoft” is a wisely decision? Justify your stand in view of Change Management concept.

**OR**

- Q.5 **Discuss the case study with answers of following questions. 14**

### **Situation:**

A Fortune 100 pharmaceutical company undergoing major changes in operations and leadership wanted to create a more strategy focused organization.

***Process/Methodology:***

Over a two-year period, they partnered with them to develop a comprehensive leadership, education, and development program for all the employees of the company. The program was comprised of two key components:

- Company-wide Leadership Training designed to teach key leadership attributes within the five perspectives of the company business: People, Customer Focus, Process Improvement, Finance, and Service.
- Individually-focused Education and Development designed to complement and supplement ongoing company initiatives and training. They used a “train-the-trainer” methodology to quickly deploy the training throughout company’s locations in the United States and Europe.

***Results:***

The program resulted in higher levels of employee engagement, better customer service and a deeper understanding of their business financials. In addition, the customized training program is now institutionalized and repeated on a regular basis.

***Questions:***

- (a) Discuss importance of “OD” in view of above case study.
- (b) Why “Training” plays an important role in OD? Discuss effects of training in above case study.

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