

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER 3– EXAMINATION – SUMMER 2018**Subject Code: 2830301****Date: 03/05/2018****Subject : Change Management & Organizational Development (CM&OD)****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.1(A). Choose the best Option as the answer in the Multiple Choice Questions below: (06)

1. A _____ is one that is self-contained and isolated from its environment.

A.	Quasi-open system	B.	Closed System
C.	Open System	D.	Dynamic Equilibrium

2. _____ refers to coming between or among members or groups of an organization for the purpose of effecting change.

A.	Change Management	B.	Change agent
C.	Dilemma Interactions	D.	Intervention

3. The _____ is a method developed by Jacob Moreno, and involves obtaining quantitative data about the network of interrelationships within groups.

A.	Data group Interpretation	B.	Direct Group Observation
C.	Analytical Model	D.	Socio-metric approach

4. _____ concerns about 'how' the group is going about accomplishing its task.

A.	Clarifying & Summarizing	B.	Process Interventions
C.	Reflecting Feelings	D.	Modeling

5. People make decisions about their own worth and the worth of others based on previous experiences. These feelings lead to _____.

A.	psychological positions	B.	Authentic communication
C.	Stroking	D.	Decision – support system

6. _____ is an autonomous group whose members decide how to handle their task.

A.	TQM	B.	CQI
C.	Self-managed work teams	D.	Self- sufficient work system

Q.1(B). Explain the below mentioned Terms /Concepts with Practical examples wherever applicable.**(04)**

- a. Corporate Culture
- b. TQM
- c. Organization Development
- d. Organizational Transformation

Q.1 (C) Answer briefly**(2 x 2=04)**

- a. Objectives of Laboratory Learning
- b. High Performance System (HPS)

Q.2 (A). Discuss the action-research model briefly. Elaborate the five stages of Organization Development to improve system performance. (07)

Q.2 (B) Which practitioner style do you think is most important at the work-place? Compare and contrast the OD Practitioner Styles. (07)

OR

Q.2 (B) What is diagnosis? Discuss any four Diagnostic Models of your choice. (07)

Q.3 (A) Discuss the following two concepts: 1. Learning Organization (07)
2. System 4 Management

Q.3 (B) What can be the major sources of stress at the work-place? What can the HR team do to reduce and manage stress at the workplace? (07)

OR

Q.3 (A) When do OD Practitioners use Process Interventions? Discuss any five types of Process Interventions. (07)

Q.3 (B) Discuss how Stream Analysis can be used in an OD Program, with a suitable example for a staff training to be conducted. (07)

Q.4 (A) Discuss Team Development as a major OD Intervention. Identify and give examples of ways of increasing team development. (07)

Q.4 (B) You are the HR Head in a medium-sized organization named ABC Ltd. The CEO of the company has just discussed with you and the other HODs for an urgent need to change the existing work method and start the new one which he has planned with a leading foreign company. The change in the work method is needed for cost reduction as well as to improve operations. As an HR Head what strategies would you adopt alongwith your HR team to lessen resistance to change of the employees to start with the new work method? (07)

OR

Q.4 (A) What is groupthink? Discuss in detail the Team Development Process? (07)

Q.4 (B) You are the HR Consultant in a growing SME firm. You have been called by the CEO of the organization (PLC Pvt. Ltd.) to work closely with the HR Manager of the company to reduce resistance of the employees of the firm, for a would-be merger of the organization with a leading MNC. As an HR Consultant what strategies would you adopt alongwith the internal HR Manager to lessen resistance to change of the employees for the would-be merger with the leading MNC?

Q. 5 Case-study: Attempt any ONE case-study and answer the questions that follow at the end of the Case. (14)

Case 1: Changing Constantly at Amazon

Ever since Amazon went online in 1995, the e-commerce juggernaut has undergone a slew of changes — despite being led by the same man, Jeff Bezos, during the ensuing two-plus decades. When the Seattle-based company first launched its website, all it sold was books. Gradually, Jeff and his team expanded Amazon's offerings to include things like CDs and DVDs. But Amazon never really stopped changing the inventory it sold!

Jeff said he wanted his store to become the world's largest, so he worked hard toward meeting that goal — whether that meant offering new products, launching Amazon Prime, launching Amazon Instant Video ... the list goes on and on. Today, Amazon sells more than 200 million products to customers all over the world.

Though for years, Amazon's detractors insisted that the company wasn't making enough profits to justify any investments, that all changed in 2015 when the company posted back-to-back successful quarters. The market responded kindly, and today, Amazon boasts a market valuation of more than \$440 billion.

But Jeff isn't anywhere close to done yet. There are talks of Amazon delivering packages via drone. And if that wasn't enough, Jeff recently said he hopes Amazon can produce as many as 16 feature films each year. In 2017, Jeff & his team took home three Oscars. Indeed, it appears as though Amazon is a company that can be characterized as changing constantly. To date, they've been successful, probably because the company is always putting its customers first. (Source: Compiled from <https://www.tinypulse.com/blog/sk-case-studies-successful-change-management>)

Answer both the Questions:

- (A) What are the change strategies adopted by Amazon to keep it going? (07)
(B) What do you think can be best change practices which can be adopted by the competitors of Amazon to be and to lead in the business? (07)

Case 2: Change at Coca-Cola

When Asa Griggs Candler founded The Coca Cola Company in the late 1800s, there was no way he knew his company would one day be valued at upwards of \$180 billion. That's a lot of money for a business that sells soft drinks. But Coca-Cola didn't become the powerful force it is today by sheer chance.

In the 1980s, Coke's biggest rival, Pepsi, was aggressively targeting it. This caused Coca-Cola to re-evaluate its offerings. Eventually, the company decided to concoct a new, sweeter soda. They called it simply New Coke. Unfortunately, the public didn't take too kindly to the new beverage. But Coke's executives didn't let the mishap derail their success. Quickly, management decided to pull New Coke and replace it with the older, established formula. Lo and behold, Coca-Cola Classic was born, and Coke maintained its market dominance. Just as quickly as Coke changed to accommodate its customers' sweeter palates, it changed direction again when it realized it made the wrong move.

But that's not the only instance where Coca-Cola listened to its customers and enacted change. Again, how is a company primarily known for selling sugary drinks valued at \$180 billion in 2016? Coke doesn't only sell sweetened carbonated beverages. In fact, the beverage king sells more than 500 brands to customers in over 200 countries. Today, many of its offerings — like DASANI, vitamin water, and Evian — are even considered healthy drinks. In other words, Coca-Cola has consistently strived to diversify its product portfolio and expand into new markets. By and large, Coke has succeeded in these efforts. (Source: Compiled from <https://www.tinypulse.com/blog/sk-case-studies-successful-change-management>)

Answer both the Questions:

- (A) What were the change strategies adopted by Coca Cola to beat its rivals? (07)
(B) What can be the good change management practices which can be adopted by such companies to be the market leaders? (07)
