

Seat No.: _____

GUJARAT TECHNOLOGICAL UNIVERSITY**MBA – SEMESTER - 3 – EXAMINATION – WINTER 2016****Subject Code: 2830301****Date: 03/01/2017****Subject Name: 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) Answer the following questions with the suitable options.

06

- (1) Managing change is about:
 - A. Crisis and conflict management
 - B. Aligning the organization and its people to the environment
 - C. Improving performance in individuals and organisations
 - D. All of the above
- (2) 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
- (3) Which of the following are reasons why organizations engage in managing change?
 - A. To make employees feel inferior
 - B. To become more flexible and to adapt to the changing environment
 - C. To decrease productivity
 - D. An organization does not need to manage change
- (4) The role of the change agent is to:
 - A. Initiate and lead the change process
 - B. Manage stakeholders and resources
 - C. Get rid of negativity immediately
 - D. A and B
- (5) The new role of HR in the Change Management process should be::
 - A. As a strategic business partner
 - B. As a support function to the core functions
 - C. As an ad-hoc partner to projects
 - D. As an extra resource when required
- (6) Which of the following is not source of stress?
 - A. Downsizing
 - B. Empowerment
 - C. Violence in the work place
 - D. Meditation

Q.1 (B) Define the terms:

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- a) Organizational Culture
 b) The Psychological Contract
 c) Change Management
 d) Organizational Transformation (OT)

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Q.1 (C) Elucidate the key factors in cultural change.	04
Q.2 (A) State the stages of organizational Development Model.	07
Q.2 (B) State in detail OD Practitioner styles.	07
OR	
Q.2 (B) Briefly discuss stages of socialization process.	07
Q.3 (A) Explain the concept of Total Quality Management. Briefly discuss an important role of Total Quality Management in an organization.	07
Q.3 (B) Explain the concept of Stress. What are the remedies to be used by HR Manager to reduce the stress of employees?	07
OR	
Q.3 (A) Elucidate the JOHARI WINDOW MODEL.	07
Q.3 (B) Discuss the future trends in Organizational Development.	07
Q.4 (A) Explain different types of Process Intervention.	07
Q.4 (B) Elucidate the usefulness of Strategic Change Management to OD practitioner.	07
OR	
Q.4 (A) Define Role Analysis. Prepare a note on process of Role Analysis.	07
Q.4 (B) Discuss the characteristics of self-managed work team.	07

Q.5 Case Study 14

Space Electronics Corporation

The Space Electronics Corporation is a subsidiary of a major firm with sales in excess of \$200 million. The company held substantial positions in commercial and military electronic systems markets; however, profitability and market position have been declining. About a year ago it became apparent that two Research & Development (R&D) projects were coming up; the stealth bomber and the Star Wars proposal. These appeared to be the only two major projects coming up in the next few years. The executive committee was to decide whether or not they should pursue these two projects. This would involve taking a radically new course of action, going after the prime contract, whereas in the past they had operated as a subcontractor to other primes.

The Executive Committee Meeting

In mid-September, Reade Exton, the president, opened the meeting. "As you all know, our profitability and market position have been declining. We have landed only one new proposal during this period, and there is great pressure from headquarters to go after these major projects. We have all had an opportunity to review a copy of the proposals, and I'll let Glenn start the discussion."

Glen Overton, Vice President, Engineering: "About a year ago it became obvious that our engineering activity was going to decline. The decision was made that a joint effort with marketing would be undertaken and, after a series of meetings, it was decided that our best course of action was to aggressively pursue these two large contracts."

Olivia Whittier, Vice President, Finance: "Frankly, Glenn, I have reservations about such a major departure from our past policies and by the magnitude of these projects. I'm worried

about the increased overhead and the drain on our current profits. And I have a gut feeling that our probabilities of getting those contracts is less than you seem to think.”

Ted Byron, Vice President, Marketing: “Although you may estimate that the probability of gaining these new projects is low; the payoff is enough to turn our whole picture around. These contracts will put us on the map. My best “guesstimate” is that our chances are closer to 75 percent than 60 percent. Don’t forget, I have a lot of personal contacts in the government, and while that is no guarantee, it sure doesn’t hurt.”

Paul Brown, Vice President, Industrial Relations: “I agree with Olivia: I have my doubts as to our chances of getting such a large-scale project, and I’m worried about our people. If we should fail to get these contracts, people could get hurt. We may have to have layoffs and that is bad business. I think we have a certain responsibility to the people here.”

Meryl Jenson, Vice President, Manufacturing: “Let’s face it, if we pull these two contracts out of the hat, they will love us at headquarters. We’ll be superstars! But on the other hand, we could take a real beating if these projects fizzle out. I think we have to consider the risk factor and what might happen to the company if we fail. And, like Paul says, a number of our line employees could be at risk.”

Glen Overton: “Listen, there are no guarantees in business. But don’t think Ted and I have a better feel for our probabilities than people in personnel? If a downturn were to occur, our company will be hard pressed anyway. Frankly, I’m not quite as optimistic as Ted here, but I still think our chances are in the 60 percent range. Even at that it seems like a good risk because even if we only get one of the projects, our company will benefit greatly. Plus our R&D will stand to gain a lot by being involved in the state of the art. We’ll be able to attract new talent.”

Meryl Jenson: “One of our past problems was the isolation of R&D from the rest of the organization. I feel that we should seek to achieve more interdepartmental cooperation. So I think it is important to get all the differing viewpoints on the table.”

Reade Exton: “I think we have had a good discussion, but now what is our decision? As you know, there is a lot of pressure from headquarters to go after these projects, but it has to be a group decision. Frankly, we are between a rock and a hard place. There will have to be significant expenditure just to pursue these major contracts, and our R&D activity will be almost exclusively devoted to the proposals for about 3 months, and that will include 10-hour days and 7-day work weeks. There definitely is a degree of risk involved, although the exact odds are hard to predict. One thing is sure: if we don’t go after the projects, we won’t get them.”

Questions:

1. What are the problems given in a case?
2. Suggest solutions to each of the problems.

OR

Q.5 Case Study.

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The Sundale Club

The Sundale Club is the largest athletic/social club in the city. It has been established for many years and has a prestigious reputation. Currently, the membership is slightly under 1,000. Sundale once had a waiting list for those wishing to join, but in the past few months the list has been exhausted and the director, Bob Watts, is considering a membership drive to fill unexpected membership vacancies.

Alice Smith was thinking about her modeling job on her way home that evening. Today had been dandy. Ted Ellis, the athletic director, had fired Pat Franklin, who had worked for Sundale for nearly nine years.

The whole mess started five months ago when Ellis hired Chuck Johnson to become the men’s activity manager. Shortly after Johnson arrived, rumors started that he was a homosexual. Two of the members complained to Frank Havens, the assistant athletic director, that Johnson had made verbal passes at them.

Ted Ellis and Johnson were close friends. Havens was reluctant to approach his boss with this problem. During the next few years more incidents involving Johnson's behavior were reported by various staff members to Havens, in addition to complaints from club members. Havens could sense that his staff was wondering why he had not done something about the situation, and he was aware that seven of the male members had withdrawn from the club. Finally, he requested a meeting with Ted Ellis.

The meeting with Ellis did not go well. Ted Ellis was extremely defensive about Johnson and shouted, "Chuck Johnson has more savvy about this business in his little finger than the whole bunch of you put together."

That night, Frank decided to go over Ellis's head and talk to Bob Watts. Watts was due to retire next year, so he did not want to rock the boat in the final days of his tenure with Sundale. Watts tried to convince Frank that it was just a silly rumor.

Frank's working relationship with Ellis was very strained, and he continued to receive pressure from below. That week Frank quit the organization and went to work in the same capacity for the competition. The next day, Johnson, who had been working for Sundale five months now, was promoted and became the new assistant athletic director.

Pat Franklin was bent! The entire athletic department, with the exception of Ellis, was shocked. Pat had been very dedicated to her job and the organization. There had never been any doubt that she would get Frank Haven's job when he moved up.

Pat Franklin burst into Ellis's office and demanded to know why she had not gotten the promotion. The next few minutes were rather ugly. Pat left Ellis's office, went to her own office, and began to cry. A knock at the door stopped the flow of tears, but when she entered the office, Alice Smith could tell immediately that something was wrong. Pat explained that she had just been fired, which started the tears again. Alice was soon crying with Pat. On her way home, although very concerned about Pat, Alice was also concerned about her own future, and her part-time job as a model. Pat had allowed her to miss up to eight hours a week from the Sundale Club to pursue her modeling duties. Although Alice did not really need the modeling money, the job itself was very important to her from a personal satisfaction standpoint: she had to keep trim and well groomed, which kept her thinking young. And besides, the glamour aspect of the modeling profession satisfied her ego.

Carol Happ, the social director, was also starting to feel the effects of the turmoil in the athletic department. Most of the Sundale Club's income was derived from its social activities. Jim Mercer, the mixer activity manager, had noticed the impact of the turmoil within his own department. Carol, acting on her own behalf, spoke privately to all the athletic department managers with the exception of Ted Ellis and Chuck Johnson. She had hoped to arrange a meeting with Bob Watts but found little support from that department because of their fear of Ted Ellis.

Questions:

- 1. Explain the importance of Employees empowerment considering the above-stated case.**
- 2. Discuss the reasons for the problems along with remedies.**
