

**(DBUS38)**

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**M.B.A. DEGREE EXAMINATION, MAY – 2018****Third Year****C-HUMAN RESOURCE MANAGEMENT (Optional)****Managing Change in Organisations****Time : 3 Hours****Maximum Marks :70**

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**SECTION - A****Answer any three of the following questions.** (3 x 5 = 15)

- Q1)** a) Planned change.  
b) Culture.  
c) Organisational change.  
d) Learning organization.  
e) Organisational Development.  
f) Work redesign model.

**SECTION - B****Answer any three of the following questions.** (3 x 15 = 45)

- Q2)** What is change? What are the most frequent causes of change?
- Q3)** Explain various steps involved in the process of organizational change.
- Q4)** Discuss issues and concepts in organizational diagnosis.
- Q5)** How do you evaluate organizational change programme?
- Q6)** Why changes may fail? Explain.
- Q7)** Define the term organizational development. Enlist the characteristics of OD.
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**SECTION - C**  
**(Compulsory)**

**(10)**

**Q8) Case Study:**

The personnel office of Prasant Chemicals limited informed the middle managers through a circular that a group of consultants would be calling on them later in the week to provide training on team building. The consultants would be emphasizing on how to develop team work and to build inter group relationships throughout the Company. The information also contained the approach to be adopted by the consultants and explained the five-step process of team building: problem sensing, examining differences, giving and receiving feedback, developing interactive skills, and follow up actions. The circular also included a note on the utility of team building in organizational effectiveness.

On receiving the circular, middle managers, felt tensed as they thought team building as an exercise involving a lot of hocus-pocus as they experienced in sensitivity training exercises in which participants used to attack each other and let out their aggression by heaping abuse on those disliked. Therefore, the managers felt that the consultants were not needed for team building. One of the managers commented, 'now that as we understand what is involved in team building, we can go ahead and conduct session ourselves. All we have to do is to choose a manager who is liked by everyone and put him in the role of change agent/consultant. After all, you really do not need high priced consultants to do team building stuff. You just have a good feel for human factor'. The other managers generally agreed. However, the corporate personnel director turned down their suggestion and proceeded with his original programme of hiring consultants.

Questions:

- d) Why did middle managers show resistance to team building approach of organization development?
- e) Do you think the managers had accurate view of team building concept and role of external consultant in that?
- f) Did corporate personnel office sell the concept of team building and its usefulness properly to middle managers? What actions should the department have taken?

