

Subject Code: MB1349/R13

M B A - IV Semester Regular Examinations, June - 2015

MANAGEMENT OF CHANGE AND DEVELOPMENT

Time: 3 hours

Max Marks: 60

Answer any FIVE of the following

All questions carry equal marks. Q.No.8 is compulsory

1. (a) Explain about the nature of change management.
(b) What are the various levels of change? Explain
2. (a) Discuss in detail the role of diagramming in system investigation.
(b) Explain in detail about the Total Project Management Model.
3. (a) What are the dynamics of planned change?
(b) What are the various OD interventions in Indian organizations? Explain
4. What is the impact of globalization and Indian enterprise restructuring on the collective bargaining strategies?
5. (a) Discuss the group think as a decision making process.
(b) Discuss in detail the team building life cycle.
6. Explain in detail the various strategies to build a learning organization?
Discuss person – focused and role – focused OD interventions.
7. What are the various challenges in managing cross – cultural diversity in teams?

8. Case study:

Two countries Brunei – Japan entered a joint venture involving technology transfer. Culture affects the way an organization behaves, its values, and its basic underlying assumptions. In technology transfer also, the prevalent culture of an organization can either facilitate or hinder the process. Therefore, cultural barriers to technology transfer now require both the recipient and the donor organizations to be very cautious. Within the framework of modernism, Japan's culture did not change; neither did that of Brunei. Being a part of Asian culture, both believe in maintaining dignity and following the principles. Technology transfer to Brunei (Islamic culture) could take place in three different ways:

- Where technology transfer could be achieved with the absorption of the donor's culture.
- Where the donor's culture was partially absorbed.

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- Where commonality of cultures of both the donor and the recipient countries could facilitate transfer of technology.

In the first case, successful transfer of technology essentially requires acceptance of the donor's culture. Here, it was done first by physical isolation of the joint venture, creating a separate enclave, and then training the local staff on the foreign culture to facilitate cultural absorption.

In the second case, the need was only to address some of the cultural components for successful operation of the joint venture. This was possible through regular training and education of the local staff in line with the Japanese style of junior and middle management operations.

In the third case, technology transfer was possible at ease for minimum impact on the local culture. In such cases the local staff members felt the necessity of technology transfer, as there was compatibility in administrative, operational or managerial problems.

Questions:

- a) What do you think would be the choice of yours as HR manager and why?
- b) What would be the various challenges the HR manager faces when working with cross – cultural diversified teams?
