

Code No: MB1349/R13

MBA IV Semester Regular/Supplementary Examinations, June-2016

MANAGEMENT OF CHANGE AND DEVELOPMENT

Time: 3 Hours

Max. Marks: 60

*Answer any FIVE Questions
All Questions Carry Equal Marks
Question No.8 is Compulsory*

1. a Explain what the various levels of change are.
b Explain nature and types of management change.
2. a Explain in detail about Total Project Management Model (TPMM).
b What is learning organization? And explain the kindling learning processes in organizations.
3. a What is organizational development (OD)? Explain the planning OD strategy.
b What do you mean by organizational development interventions?
4. Explain the change in the labor-management relations in the post liberalized India in detail.
5. a What is team building? And explain different types of teams.
b Explain the role of managers as linking pins- team building skills.
6. a What are systems diagramming? And explain the influence charts.
b Explain the strategies to build a learning organization.
7. a Explain the Building team relations in brief.
b Explain the effective decision making techniques for teams and groups.

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8. Case study:

The personnel office of Shivaraj Manufacturing 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 contained the approach to be adopted by the consultants and explained the five step-process of them 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 personal director turned down their suggestion and proceeded with his original programme of hiring consultants.

Questions:

- a. Why did middle managers show resistance to team building approach of Organization Development?
- b. Do you think the managers had accurate view of team building concept and role of external consultant?
