

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER 3 - EXAMINATION – SUMMER 2017

Subject Code: 2830301

Date: 10/05/2017

**Subject Name: Change Management And 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 using appropriate option.

6 Marks

1) When putting together a change management plan, you should

- | | |
|--|---|
| A. Involve all stakeholders | C. Penetrate the organisational culture |
| B. Analyse the systemic causes and effects | D. All of the above |

2) The Change Management Matrix consists of the following four divers:

- | | |
|--|--|
| A. Pressure, vision, capacity and action | C. Strategy, leaders, managers and staff |
| B. Leadership, vision, skills and pressure | D. Pressure, strategy, skills and staff |

3) Organizational change involves three generic processes. They are Transformation, Decline and _____

- | | |
|---------------|-------------|
| A. Turnaround | C. Downsize |
| B. Growth | D. Merger |

4) Several mature Indian organizations have initiated _____ Change by changing the change levers:

- | | |
|---------------------|---------------|
| A. Growth | C. Declining |
| B. Transformational | D. Turnaround |

5) Which is the worst way to change organizational culture:

- | | |
|----------------------------|-------------------------------------|
| A. Create value and belief | C. Practice effective communication |
| B. Enforce the new culture | D. Review organizational structure |

- 6) The concept of third-wave organization is developed by
A. Lewin
B. Mark Twain
C. Alvin Toffler
D. David Brower

Q.1 (b) Explain the term psychological contract 4 Marks

Q.1 (c) Write a note on Job Enrichment 4 Marks

Q.2 (a) Define the meaning of Diagnosis. Elucidate the diagnostic process. 7 Marks

Q.2 (b) Clarify the concept of Organization Development. Briefly explain process of Organization Development. 7 Marks

OR

Q.2 (b) Define the term "Role Analysis". Discuss the steps involved in Role Analysis 7 Marks

Q.3 (a) Elucidate the usefulness of Johari-Window for a manager. Discuss the Johari-Window Model in detail. 7 Marks

Q.3 (b) Explain the concept of Strategic Change Management. Highlight an important role of Strategic Change Management to OD practitioners. 7 Marks

OR

Q.3 (a) Prepare a detailed note on various strategies which can be used by manager to minimize resistant to change in an organization. 7 Marks

Q.3 (b) Explain the different types of Process Interventions. 7 Marks

Q.4 (a) Clarify the concept of Total Quality Management. Also discuss practices to be followed by organizations in the area of Total Quality Management. 7 Marks

Q.4 (b) Identify the future trends in Organizational Development. 7 Marks

OR

Q.4 (a) Prepare a note on Sensitivity Training. Also discuss its usefulness. 7 Marks

Q.4 (b) Identify and explain stress management interventions. 7 Marks

The Grayson Chemical Company

The Company

The Grayson Chemical Co. manufactured industrial chemicals for sale to other industrial companies. The company was about 40 years old and had been run by a stable management in which there had only been two presidents. Within the past few years, however, declining earnings and sales had brought pressures from the board of directors, investment bankers, and stockholder groups to name a new president. The company has become increasingly stagnant –although at Grayson, they refer to it as conservative- and had steadily lost market standing and profitability. Finally, the board decided to go outside the company to find a new CEO and was able to recruit a dynamic manager from another major corporation, Tom Baker. Baker is 47, an M.B.A., and had helped build his former company into a leadership position. However, when another executive was chosen for the top job, Baker decided to accept the position with Grayson.

Baker was clear about what he needed to do. He knew that he needed to develop a top management team that could provide the leadership to turn the company around. Unfortunately, the situation at Grayson was not very favorable.

Decisions were made by the book or taken to the next higher level. Things were done because “they have always been done this way”, and incompetent managers were often promoted to high level jobs.

The Meeting

Backer met with the three members of the board, Robert Temple (Chairman), James Allen, and Hartley Ashford. Each had a different bit of advice to offer.

Robert Temple said: “Look, Tom, you can’t just get rid of the old organization if you want to maintain any semblance of morale. Your existing people are all fairly competent technically, but it’s up to you to develop performance goals and motivate them to achieve these standards. Make it clear that achievements will be rewarded and that those who can’t hack it will have to go.”

James Allen, puffing on his pipe, noted: “Let’s face it, Tom, you need to bring in a new top management team. Probably only six or so, but people who know what top performance means, people who are using innovative methods of managing and, above all, people you trust. That means people you’ve worked with closely, from ABC or other companies, but people you know. You can’t retread the old people, you don’t have time to develop young M.B.A.s, so you need to bring in your own team even though it might upset some of the old timers.”

Hartley Ashford smiled and said: “sure, you’re going to have to bring in a new team from the outside, but rather than bring in people you’ve worked with before, bring in only managers with proven track records. People who have proven their ability to lead, motivate, and perform from different industries. This way you’ll get synergistic effect from a number of successful

organizations. And the old people will see that favoritism is not the way to get ahead. So get a top performance team and if you lose a few old timers, so much the better.”

- Q.1 Explain in detail role and style of Tom Baker as an OD Practitioner.
- Q.2 Critically evaluate opinions of board members in the light of improving performance of The Grayson Chemical Company.

OR

Q.5 Case Study

14 Marks

WESTERN UTILITIES COMPANY

Western Utilities Company, a privately owned utility company, is faced with financial inefficiencies resulting from an expansion of its facilities. President Robert Delgado has requested a review of the firm’s operating standards. He has asked John Givens and Hilda Hirsh to provide a broad outline of MBO performance standards that would identify key standards with which to control performance. Three years ago, Western Utilities, under the direction of management consulting firm, implemented a system of management by objectives (MBO) for the purpose of evaluating department managers, sales engineers, and consumer service employees.

The advantage of such a system of controls is that top management can very rapidly scan a printout and detect any trouble spots in the department. Givens and Hirsh attempted to set the standards as if the personnel were working at a normal pace. After review, Givens and Hirsh raise the performance level on several items, reasoning that a standard is probably too low if it can be achieved without a challenge. Delgado had specifically asked for goals that were not easily attainable. There was a certain amount of negative reaction, but in the end departments agreed.

THE SITUATION

During the past year, however, a significant amount of dissatisfaction has emerged. In the first year participation was encouraged and rewards were obtained. The employees set their goals high and productivity increased.

Now, however, problems are being reported in the evaluation of the performance, and many managers are claiming that the standards set by Hirsh were too tight or unfair. The president said, “Yes, we have had a few operating problems, but no system is perfect.” Hirsh noted that the consumer department had exceeded its monthly labor cost standards, so she called Bill Walton and “red-lined” his performance report. Walton hit the roof. He called Givens and said, “The system is grossly unfair and inaccurate as a measure of performance. The real objective is to control total costs. My department has done this, even though we were over in labor costs. There was a heavy snowstorm last month with lots of frozen lines, and we had to get people out their own overtime. The real need is to maximize customer service and keep costs to a minimum, which we have done.”

Two other department managers complained that the system was unfair, and several engineers are threatening to resign. In their complaints to Givens, they pointed out that Hirsh was apparently

only looking for failures to report, under the cover of MBO system. Robert Delgado thought: We may need to take another look at our system; may be MBO doesn't work in a utility.

- Q.1 Identify and discuss the major factors in effective goal-setting.
- Q.2 Discuss the ways for effective implement MBO System for Western Utilities Company.
