

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER III – EXAMINATION – WINTER 2019

Subject Code: 4539231**Date: 03/12/2019**

**Subject Name: Change Management &
 Organization Development**

Time: 10.30 AM TO 01.30 PM**Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

Q. No.	Question Text and Description	Marks
	Define and give suitable examples for each type of change mentioned below:	
Q. 1	(a) Anticipatory Change (b) Directional Change (c) Fundamental Change (d) Operational Change (e) Incremental Change (f) Happened Change (g) Strategic Change	14
Q. 2	(a) How does Organizational Growth Model by Griener differ from Lewin's Process of Organizational Change? Weisbord identifies six places to look for troubles in organizations. (b) How does a practitioner diagnose the problems of an organization with the help of this approach?	07 07
OR		
Q. 3	(b) Johari Window helps individuals develop a greater understanding of each other. Discuss how interpersonal relationships can be enhanced using this approach? "System 4 organization is a more Empowered Organization" – (a) Comment on the statement by reflecting the major differences between System 1 & System 4 organizations?	07 07
OR		
Q. 3	(a) Explain how different types of process interventions can be used in an OD Program? (b) Identify and explain stress management interventions?	07 07
Q. 4	(a) Identify the symptoms of groupthink. Also explain the characteristics of groupthink and the problems tending to result from it? (b) Suppose you receive a new job offer. What cultural factors would you consider in making a decision?	07 07
OR		
Q. 4	(a) Identify and compare the five major conflict handling styles? (b) Compare and contrast five basic practitioner styles?	07 07

Reorganization as Rebirth

Like many organizations in the 1980's, St. Francis Regional Medical Center of Wichita, Kansas, tried downsizing. A layoff of 400 people was a horrible experience, both for those who left and for those who stayed. The 1990's brought a change in the health care environment, and the hospital's administration needed to change the structure and culture in order to remain competitive. The management team re-mapped the ideal management structure to run things without regard to the structure that was actually in place. To make such radical change work, they defined specific job titles, but not specific people. They dissolved the old organizational chart and created a new one, unveiling a chart that had all the new titles on it with no names. Those who wanted to be part of the new organization had to apply for whatever position they felt they were most qualified to fill. Imagine having to apply for whatever position they felt they were qualified to fill. Imagine having to apply to a company you'd been with for fifteen years! The restructuring also meant a rethinking of corporate culture. An examination of culture revealed that making decisions at the hospital become bogged down by management and dictated by policy. Eliminating old policies allowed the team to look at things as possibilities rather than restrictions. Two task forces were formed to look at service lines and functional realignment. A consulting firm was called in to help the hospital make the transition. The consulting firm helped strategize and create a time line for the changes. At the reorganization meeting, each employee was given an 80-page bound booklet complete with vision statement, the organizational chart, timetable, and reorganization fact sheet, copies of all position descriptions, and a question and answer section. The result was terror, confusion, upheaval, and little by little, understanding cooperation and success. Instead of approaching the reorganization as a shameful secret, the task forces highlighted the changes in the new culture and tied the internal changes to the changes in the health care industry. Each week "The Grapevine: Reorganization Update" was distributed. In the first official day of the new organization, employees were given flowers and a message stating "Today starts a new beginning focused on you". The new corporate culture involves management by contract. The new VPs walk the hallways and touch base constantly with what's going on. The result of the reorganization is decision making at lower levels, which results in faster actions. No more ideas die because of red tape. The reorganization is fluid and ongoing with employees and managers still incorporating the new management philosophy and corporate culture into their daily work lives.

Q.5

- (a) Had you been a part of such a situation, how had your initial reaction been and why? **07**
- (b) After analyzing the case, do you think that such massive change was indeed required for St Francis Regional Medical Center or was there a mid way out? **07**

OR

Q.5

- (a) Identify the causes of such massive downsizing done by St Francis Regional Medical Center **07**
- (b) How would you deal with such a situation? **07**
