

Seat No.: \_\_\_\_\_

Enrolment No. \_\_\_\_\_

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER - 3 - EXAMINATION – SUMMER 2021**

**Subject Code: 4539231**

**Date: 18/08/2021**

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

**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.

<b>Q. No.</b>	<b>Question Text and Description</b>	<b>Marks</b>
<b>Q.1</b>	Define the following terms in short (a) Organizational Change (b) Interest of society (c) Part of culture. (d) Social Responsibility (e) Unplanned Change (f) Resistance to Change (g) Environmental Contribution	<b>14</b>
<b>Q.2</b>	(a) Explain the importance and imperative of change in detail..	<b>07</b>
	(b) Discuss the Challenges of Change in detail.	<b>07</b>
	<b>OR</b>	
	(b) Explain the changing in Organizational Culture in detail.	<b>07</b>
<b>Q.3</b>	(a) Discuss the Resistance model of Change in detail..	<b>07</b>
	(b) Discuss the lifecycle of resistance to change in detail.	<b>07</b>
	<b>OR</b>	
<b>Q.3</b>	(a) Explain the 5 stage model of OD in detail	<b>07</b>
	(b) Discuss the Appreciative Inquiry Model in detail	<b>07</b>
<b>Q.4</b>	(a) Explain Roles and Styles of OD Practitioner in detail	<b>07</b>
	(b) Explain the process of Diagnosis in detail.	<b>07</b>
	<b>OR</b>	
<b>Q.4</b>	(a) Discuss the skills required for Diagnosis in detail.	<b>07</b>
	(b) Write a short note on Process Interventions Skills..	<b>07</b>

**Q.5**

**CASE STUDY:**

Victor is the head of a division in a state agency. He has been in his management position for 15 years and has worked his way up to his current position. Throughout his career, he has seen many people leave and join the department. He has stayed because he enjoys public service and working with familiar faces in the agency. He also knows that he brings his many years of experiences in a public agency to the table when solving problems. His personality fits the working environment of a state agency; he likes working with the familiarity of rules and procedures. Victor is proud of his service, but he is really looking forward to his retirement, which, for him, is not coming soon enough. Within the last few years, lots of changes have occurred on a department level that is also changing much of the familiar procedures, rules, and norms that Victor has been accustomed to during his 25 years in the department. Some of these changes include hiring younger staff, reorganization of job responsibilities, performance plans to increase staff competencies and skills in new areas, and recent layoffs to help balance the budget. Victor is proud of his service, but he is really looking forward to his retirement, which, for him, is not coming soon enough. Within the last few years, lots of changes have occurred on a department level that is also changing much of the familiar procedures, rules, and norms that Victor has been accustomed to during his 25 years in the department. Some of these changes include hiring younger staff, reorganization of job responsibilities, performance plans to increase staff competencies and skills in new areas, and recent layoffs to help balance the budget. As part of his attempt to make his mark on the division, and to bring in past experiences that he thinks can be of value, Victor proposed numerous ideas for the division at a staff meeting. His staff—which, in recent years, has become increasingly more diverse in demographics and cultural backgrounds—suggests improvements and changes to his ideas. They are not so sure that his changes are the most appropriate given the overall strategic directions of the department. Furthermore, they are not sure how they can implement strategies when the ideas call for outdated resources technologies. Some of the younger staff members are more vocal and mention recent trends and practices in strategic thinking that could be more beneficial to accomplishing the division goals. Victor views these suggestions as attacks directed at him and as resistance on the part of the staff. He feels like every time he makes a suggestion, he is thrown a curveball from one of the younger staff members. Why is this happening to him now? He knows he has to manage this. He cannot let this type of dynamic go on for an additional five years—or could he?

- (a) What cultural assumptions fuel Victor’s perspective as a leader of a state agency? **07**
  - (b) Where does Victor’s motivation to lead come from? **07**
- OR**
- (a) How would you describe Victor’s self-concept and the influence of it on his leadership? **07**
  - (b) By Which way Victor accept the change for further development. **07**

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