

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER -III– EXAMINATION – WINTER 2021**

**Subject Code: 4539231**

**Date: 21-02-2022**

**Subject Name: Change Management and 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.1 (a)** Explain the following terms: **14**  
1. Job Burnout  
2. Open Book Management  
3. Organizational Transformation  
4. System 4 management  
5. Third-wave organizations  
6. Psychological Contract  
7. Sub-optimization

**Q.2 (a)** Define Organizational Development. Explain the 5 stage model of OD. **07**  
**(b)** According to you, what is the future of OD? What kind of challenges might arise for OD in future? **07**

**OR**

**(b)** Imagine you are an external OD practitioner of well-known IT firm of India. Being an OD consultant, which type of consulting style will you prefer? Why? **07**

**Q.3 (a)** Explain any three diagnostic models. Also explain red flags in diagnosis. **07**  
**(b)** Explain the formation of corporate culture with a corporate example **07**

**OR**

**(a)** What can be the major sources of stress at the work-place? What can the HR team do to reduce and manage stress at the workplace? **07**

**(b)** With the help of diagram, explain the Major OD Intervention techniques, under the categories as Behavioral, Structural, Technical changes. How does a practitioner go about in terms of selecting OD Interventions for managing change? **07**

**Q.4 (a)** What is process intervention? How process interventions can be used in an OD program to solve problems? **07**

**(b)** Discuss the challenges faced by the organization related to managing change during and post Covid-19. Explain giving suitable examples of operational, psychological and social effects of such change on people's behavior. **07**

OR

- (a) What is a system wide intervention? Explain in brief any three system wide interventions that can be applied in an organization 07
- (b) A manufacturing company plans to launch a new product to the existing market. The top management has decided to assign this task to new team from the organization. As a consultant suggest stages for team development process to the company. 07

**Q.5 Analyze the following case and answer the questions given below:**

Mr. Ashwin Kumar is the Marketing Department Manager of XYZ Ltd. He has noticed that the department staff seems to be pulling in separate directions and some members have trouble cooperating with others. He feels team building will help department function in a more positive and productive way. Mr. Ashwin Kumar interviews several OD consultants to find the change agent that will be right for what the department needs. Mr. Ashwin decides on Ms. Praveena Chudhari, an OD consultant that best answered the question, "How will this change agent build a group into a team?" Ms. Praveena Chudhari meets Mr. Ashwin Kumar to discuss the problems. They define the problem as Mr. Ashwin Kumar sees it. They discuss specific questions to ask and data that will be collected from interviews with team members. Ms. Praveena Chudhari interviews Mr. Ashwin Kumar's staff and immediately a number of issues surface that appear counter-productive to effective functioning. Lack of communication is identified as the most serious problem, and many of the other major issues are the direct result of the communication breakdown. Ms. Praveena Chudhari reports the general findings back to Mr. Ashwin Kumar without mentioning any names. After discussing the problem and possible ways to solve it, they decided on some action steps for XYZ Ltd.

**Question (a):** Do you think that Mr. Ashwin Kumar was correct in calling Ms. Praveena Chudhari? Give your reasons. 7

**Question (b):** What were the major problems at XYZ Ltd besides communications? 7

OR

**Question (a):** If you were appointed as the OD Consultant, what would you have suggested? 7

**Question (b) :** As an OD Consultant, formulate strategies to improve and solve the problem of XYZ Ltd. 7

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