

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER –III-EXAMINATION – SUMMER-2022

Subject Code: 4539231**Date: 15-07-2022****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.

- Q.1 EXPLAIN THE TERMS:** **14**
1. Organizational Change.
 2. Planned change
 3. Third-wave organizations
 4. Change Agent
 5. Job Design
 6. Sub-Optimization .
 7. Sensitivity Training
- Q.2** A) What is change in organization? Explain the types of Social as well as psychological change in organization with example. **07**
B) Explain the process of change in detail. **07**
- OR**
- B) Discuss Role & style of OD Practitioners in detail with suitable example. **07**
- Q.3** A) What are the challenges faced by the managers to implement the changes in organization.explain in detail. **07**
B) Why employees resist changing? How to overcome from resistance to change. **07**
- OR**
- A) What do you mean by OD? Explain 5 stage OD model. **07**
B) What is process intervention? Explain the types in detail. **07**
- Q.4** A) What is TQM? Explain its 8 pillars in detail. **07**
B) What do you mean by high Performing work system? Also How wide system wide interventions are understood. **07**
- OR**
- A) How a Team management Process is implemented in the new market competition by a firm. **07**
B) What do you mean Diagnosis? Explain the process in detail. **07**

Q5. CASE STUDY

Steve 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.

Steve 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 Steve 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, Steve 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 and technology. 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. Steve 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.

A) What cultural assumptions fuel Steve’s perspective as a leader of a state agency? 07

B) Where does Steve’s motivation to lead come from? 07

OR

A) How would you describe Steve’s self-concept & the influence of it on his leadership? 07

B) What is the role of Cultural in this situation? 07
