

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

Subject Code: 4539231**Date:30/01/2023****Subject Name: Change Management and Organization Development****Time:10:30 AM to 1:30 PM****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

- Q.1** Definitions / terms / explanations / short questions (any seven) **14**
- (a) Which are the competence of the OD Practitioner?
 - (b) Define the term strategic change and planned change with example.
 - (c) What is corporate culture?
 - (d) Define Sociotechnical & Future Shock
 - (e) Explain the term Cohesiveness and groupthink.
 - (f) What are the drawback of self-managing teams?
 - (g) “Change is always Resistance” Discuss.
 - (h) What is Difference between OD & OT?
- Q.2** (a) Explain in brief interpersonal style with the help of Johari Window model along with benefits and limitation. **07**
- (b) Highlight the models of change. Give more emphasis on Kurt Lewin **07**
- OR**
- (b) “Change management help in managing the transition of individuals, groups and entire organization from one state to another” Discuss. **07**
- Q.3** (a) Outline the various step in the process of diagnosis and discuss the performance gap. **07**
- (b) You are an HR manager of automobile company which is passing through some difficult times on account of some employee related problems. Propose a proposal to your CEO discussing about the pros and cons of approaching an external or going ahead with an internal OD Practitioner to sort out the problem of your firm. **07**
- OR**
- Q.3** (a) Discuss in detail the role and style of OD practitioner. **07**
- (b) Discuss the Grid OD intervention and its implementation steps towards creating a Team based work environment in organization. Discuss the impact that such an intervention will create an organization’s performance. **07**
- Q.4** (a) Write a note on **07**
1. Analytical model
 2. Weisbord’s six- box model.
- (b) Discuss the potential stressful work activities at the work place today. Discuss the major stress- Management Intervention which can help individual to cope with the negative outcomes of exposure to stress. **07**
- OR**
- Q.4** (a) State the ethical guidelines and ethical dilemma for OD practitioners. **07**

- (b) You are playing the role of change agent in an organization engaged in manufacturing technology – intensive life- style products. Your organization is now facing competitions from many global players and hence going for major restructuring to the change the product- line. Do you think such a change programed can be categorized as strategically important for your organization? Give your supporting arguments. 07

Q.5 CASE STUDY:

Sunil 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.

Sunil 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 Sunil 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, Sunil 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.

Sunil 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 Sunil’s perspective as a leader of a state agency? 07
- (b) Where does Sunil’s motivation to lead comes from? 07
- OR**
- Q.5 (a) How would you describe Sunil’s self-concept? 07
- (b) How does Sunil’s self-concept influences on his leadership? 07
