

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA- SEMESTER - III-EXAMINATION- SUMMER-2023

Subject Code: 4539231**Date: 19/06/2023****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.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

- Q.1** Explain the following terms: **14**
- (a) Change Management
 - (b) Corporate Entropy
 - (c) Job Burnout
 - (d) Ethics
 - (e) Group Think
 - (f) Socialisation
 - (g) Third wave organisation
- Q.2** (a) List out various OD practitioner style with reference to client- practitioner relationship. **07**
- (b) “Stability and Adaptation are essential to continued survival and growth” Explain the statement in light of Approaches to change. **07**
- OR**
- (b) “Learning organizations are Pragmatic”. Explain. **07**
- Q.3** (a) “Communication is a critical dimension in determining the effectiveness of organization”. Explain in purview of JOHARI window. **07**
- (b) Discuss different strategies to lessen resistance to change. **07**
- OR**
- Q.3** (a) Discuss Role analysis and Role Negotiation as effective Team Development intervention. **07**
- (b) What is diagnosis? Explain Diagnostic Process in detail. **07**
- Q.4** (a) What is process intervention? How process interventions can be used in an OD programme? **07**
- (b) Explain self – managed work team in detail. **07**
- OR**
- Q.4** (a) Every organization has a culture, but some cultures are stronger than others. Explain. **07**
- (b) What is performance gap? Describe organizational Iceberg approach in detail. **07**

Sertune India Ltd. is a manufacturing company located in Delhi. The company was doing well from the past thirty years and the people involved in the operations were confident in their respective areas of operations as they were doing it from quite some time. There was a feeling among some of the employees that it is becoming monotonous kind of an affair although the efficiency has gone very high due to the fact that the same person is doing the job from quite some time.

A recent change in the policy and procedures of the company, it was made possible for the employees to engage in job rotation. Shyam is In-charge of a manufacturing operation from the past five years and he has three subordinates directly reporting to him - Vijay, Sameer, Rahul. Vijay has been working in the same job position from the past twenty years, whereas Sameer from the past five years and Rahul from the past two years in the same job position.

Shyam being quite young and dynamic welcomed the change in the policy and procedures as it amounts to giving more options to the people those who are dynamic and look for more challenges.

Moreover it provides more holistic perspective about the organization. Shyam perceived that it is a win/win situation for both the employees and the organization. Shyam called a meeting to discuss the possibility of the adoption of job rotation. As the meeting progressed, Shyam became aware that out of three subordinates, two wanted to change to a job rotation schedule, whereas one is not at all interested for the same. Shyam was in a fix and adjourned the meeting. After giving a considerable thought to the problem, he was able to crystallize on four alternative approaches that may be followed to manage this conflict situation:

1. Forget about Job rotation in this unit.
2. Issue the orders that job rotation is mandatory for all the three subordinates with immediate effect.
3. Respect the feelings of each one and work out an arrangement where job rotation occurs for a while, & is stopped for a while, and so on, thus allowing each person to have his or her way for some time.
4. Call the meeting again and discuss the pros and cons of the proposed change and that their interpersonal relationship are very important than any job rotation. And Try to develop a consensus for job rotation.

- (a) Describe suitable title for case. Why?
- (b) Which of the four approaches should Shyam choose to follow in this situation? Why?

OR

- (a) Describe the details of the case in your words. Can an alternate approach can be taken ?
- (b) If you are a person in charge, then Can an alternate approach can be taken?