

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA– SEMESTER –III -EXAMINATION – WINTER-2023

Subject Code:4539231**Date: 05-12-2023****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 Explain Following Terms in Brief.**14**

- 1) Open Book Management
- 2) Psychological Contract
- 3) OD Practitioner
- 4) Self-Managed Work Team
- 5) Intervention
- 6) Learning
- 7) Change Management

Q.2 (a) Discuss Forces for change in detail**07****Q.2 (b) Discuss Organization Culture and Change in detail.****07****OR****Q.2 (b) Write a note on Resistance to change.****07****Q.3 (a) Discuss Five Stage of Model of Organization Development.****07****Q.3 (b) Discuss Style of OD Practitioner in detail.****07****OR****Q.3 (a) Write a Short note on Diagnosis Process.****07****Q.3 (b) Discuss Process Intervention in detail.****07****Q.4 (a) Discuss Learning Organization in detail.****07****Q.4 (b) Write a Short Note on Inter group Problems.****07****OR****Q.4 (a) Discuss TQM in detail.****07****Q.4 (b) Discuss Future Trends of OD in detail.****07**

Case -Study

When Teams are 14 Time Zones Apart The sales of a small Silicon Valley Software company slowed in 2001 to the point that it began laying off software engineers. In looking for ways to cut costs, the company decided that it could save millions by moving much of its programming to Bangalore, India, that country's equivalent to Silicon valley. The company could put more people on the job at a lower cost and turn out the software faster. The motivation for this company was pure survival. But the process was difficult, and the anticipated saving was offset by other costs. The company preferred to see small teams of highly qualified and enthusiastic people working closely together. Working with teams located in California and India, separated by 14 time zones, and with no local manager in India turned out to be a challenge. The Silicon valley company was looking for experienced programmers with 8 to 10 years of experience. But such programmers are hard to find in India, where many programmers are recent college grads. What's more, the company's engineers were used to working with people on the other side of a cubicle – not on the other side of the world. Engineers were accustomed to writing vague specifications for a program because everyone was familiar with the products and customers. All the programmers knew the features that customers expected and automatically included them in the software. If anyone had a question, the answer could be found down the hall. The combination of no local manager, inexperienced Indian programmers, and vague instructions was a formula for failure. Indian programmers were frustrated by the lack of direction, followed by rejected software. Over half of the Indian programmers quit within a year. Executives in the US went from one crisis to another. Software deliveries were delayed and revenues went down. Its reputation with customers was declining. Responses to customer requests and questions went from two days to a week. Sitting even closer to the edge of bankruptcy than before the company began using engineers in India, the company's managers decided to streamline operations and change the way they divided work between California and India. They gave the Indian programmers entire project instead of small parts of a bigger project, so that continual interaction with U.S programmers was not required. US team leaders started writing more detailed program specifications and communicating twice a week by telephone. Concerted efforts were made to make the Indian programmers a part of the team from the home office. Times of telephone and conferencing calls were rotated to alternate the inconvenience caused by the time difference. Employees in India were included in company-wide e-mails. Multiple sessions of company meetings were held at times convenient for the Indians. A new software engineer was brought in to the Silicon Valley office whose job was to coordinate the US and Indian teams.

Other companies are using culture-awareness training to prepare employees in India and the US to work together. American employees who will be part of an Indian/US team participate in courses that educate them in cultural and communication differences. Subjects include religious and language diversity and business attire and protocol. Much of the knowledge gained from the courses may seem basic, but it can help to avoid misunderstanding. Communication problems should not be underestimated. One suggestion is to get feedback from an Indian coworker in a different form than what was transmitted. For example, if there was a phone conversation, get feedback about what was communicated via e-mail. Though Indians know English well, it may not be their native language, and they may not be processing the information in the same way as their US coworkers. This kind of training is occurring on both sides of the Pacific.

Q.5 (a). What were the challenges faced in outsourcing work to India?

Q.5 (b) Can you think of any other things that will help Indian and US teams work better together? **07**

OR

Q.5 (a). Can Self-managed work teams and the fundamentals of job characteristics theory be implemented in the case? If yes, how? **07**

Q.5 (b). What do you think of the culture-awareness training that some companies are using? **07**

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