

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA Semester –III Examination Dec. - 2011

Subject code: 830301

Date: 13/12/2011

Subject Name: Change Management and Organization Development (CM&OD)

Time: 10.30 am – 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 giving suitable examples, why is change an imperative for organizations. **07**
- (b) Take any example of a change situation for an organization and explain the following: **07**
- i) The internal and external factors that led to change implementation,
 - ii) The retarding and facilitating factors that have/ could have influenced the change process and change implementation,
 - iii) The actions that management would have/could have taken to overcome the various resisting forces .

- Q.2** (a) Explain the meaning of Organisation Development . Also explain why is diagnosis a very critical step in the OD process and what can be the results of a wrong diagnosis. **07**
- (b) Explain in detail the three different levels of diagnosis of organizational systems as per the Comprehensive Model for diagnosing organizational systems. Give suitable examples. **07**

OR

- (b) Explain the Action Research Model of Change. Discuss how this model can influence effective change giving suitable examples. **07**
- Q.3** (a) Explain what do you understand by Process Approach or Process Intervention for OD. Which are the different organizational processes that call for change so as to enable organization development / organization renewal. **07**
- (b) Select any one organizational process. Discuss when and why will the selected organizational process call for a re-look . Pick out any one OD intervention that will help process improvement for the selected process and discuss the same in terms of implementation steps/strategies. **07**

OR

- Q.3** (a) What according to is the essence of good teams in organizations. Discuss under what situations do organizations need Team Interventions and how will various Team Interventions impact upon Organisation Development. **07**
- (b) List various Team Interventions . Describe and discuss at length , the Role Analysis Technique and the Role Negotiation Technique of Team Building. **07**

- Q.4** (a) Discuss Kurt Lewin's Model of Planned Change in detail. If a given **07**

organization is heading towards downsizing and flatter organization structure for creating cost effectiveness, what are the strategic actions that the organization must take in line with Kurt Lewin's Model of Planned Change.

- (b) Discuss the various people related issues that can challenge the implementation of downsizing and flatter organizations. As an OD expert, what OD intervention do you suggest for making this organizational transition a smooth one. Explain the characteristics and implementation steps of any one selected OD intervention for the said cause. **07**

OR

- Q.4 (a)** With reference to the Burke-Litwin Model of Organisational Change, explain what you mean by transactional changes (First – order changes) and transformational changes (Second – order changes) . Also explain when are organizations required to make transactional changes and when are organizations required to make transformational changes giving suitable examples of each of the two types of changes. **07**

- Q.4 (b)** Discuss the Grid OD Intervention and it's implementation steps towards creating a Team Based work environment in organizations. Discuss the impact that such an intervention will create on organisation's performance. **07**

- Q.5 (a)** There are numerous structural interventions that can lead organizations to transform. List out any three (03) structural interventions and for each given structural intervention, mention against it, any organizational situation that calls for such an intervention and the action steps in brief for each such intervention. Give suitable examples. **07**

- (b) Discuss the difference between coaching and mentoring . Give different organizational situations where each of these interventions can prove effective. Detail the aspects to be kept in mind for effective implementation of each of these interventions. **07**

OR

- Q.5 (a)** Any organization can be a bundle of situations which require Inter-group and Third Party Peace Making Interventions. Name such situations. Also List various Inter-group and Third Party Interventions . Select any one of them and explain the conduct and implementation of the selected intervention and the effects thereof. **07**

- (b) Write Short Notes on any ONE : **07**
- i) Creating a culture of change.
 - ii) Roles and Styles of OD Practitioners
 - iii) Activities contributing to effective Change Management.
 - iv) Laboratory Learning
