

GUJARAT TECHNOLOGICAL UNIVERSITY**M.B.A. Sem. – III - Examination –June- 2011****Subject code:830301****Subject Name: Change Management & Organizational Development****Date:09/06/2011****Time: 02.30 pm – 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** Define the following terms with relevant examples were required
- | | | |
|----|--------------------------------------|-----------|
| a) | System -4 management | 02 |
| b) | Psychological Contract | 02 |
| c) | Socio Technical Process | 02 |
| d) | Six -Box Model | 02 |
| e) | Action Research Model | 02 |
| f) | Socialization Process | 02 |
| g) | Values of Organizational Development | 02 |
- Q.2** A medium sized manufacturing company promoted by the State Government in India was manufacturing industrial explosives and industrial detonators. The State Govt. constituted a top level team of experts for the formation, project management and putting the plant in record time. Even the CMD appointed was an ex-director of explosives. All the top officials were brought from highly reputed private and public enterprises.
- Just when organization was scheduled to go on floor with it's first lot of production that the CMD saw the need of integrating the team in align with the organizational goal. An external Consultant was appointed. Before he started his session the participants had caste bias as he was of the same caste and language as the CMD. The consultant became aware of it
- (a) Explain how perception formation has effect on the Client Consultant relationship and how can he develop trust relationship and what OD intervention should the Consultant used to meet CMD's objective for the program **07**
- (b) Outline the evolution theory of Organizational Development and the reasons for the growth of Organizational Development in the recent times **07**
- OR**
- (b) As an MBA student, specializing in HR and familiar with planned change Management give an example of any one organization that you know of where change has been implemented effectively. **07**
- Q.3** (a) Describe the different types of the Diagnostic Model and explain any **two** of them **07**
- (b) i) Explain the difference between the symptom and the Cause. **03**
 ii) As an OD consultant, while bringing a Process interventions what tools of data collection should you use. and what criteria for evaluating the effectiveness of data should you keep in mind **04**

OR

- Q.3** Mr. Sharma the General Manager sat in a contemplative mood. He had joined the chemical manufacturing firm just a month back . He was already aware of the lack of enthusiasm from the staff and the workers and there resistance towards any change that he was trying to bring The culture was being ineffective towards whatever performance orientation that he was speaking of
- (a) Defining Organizational Culture suggest to Mr. Sharma what are the key factors that the organization need to be aware of that can have an impact on the effectiveness 07
- (b) What are the tools of Change that Mr. Sharma should use in order to do away the resistance. 07
- Q.4** (a) Explain with examples how process intervention and stream analysis can be used in an OD program 07
- (b) An organization that is trying to develop into a learning organization, career planning intervention for the employee is being designed by the consultant what steps should be kept in mind while designing it and how transactional analysis can help in understanding the communications pattern 07

OR

- Q.4** (a) Explain the six steps of the team development process 07
- (b) Elaborate on characteristics of self- managed teams? ABC Limited is a bio-technological firm, which is highly successful. The projects of the customer were handled successfully by self managed teams .However recently the organization is facing lot of problem regarding incomplete projects, conflicts among the people, Lack of communication and resistance towards any development activity. Comment on the problems that is caused by self managed teams and what cautions need to be considered 07
- Q.5** (a) Discuss in brief ‘**Total Quality Management** ‘and it’s role in organizational development. Give at least two examples to support your answer 07
- (b) Elucidate the different phases of Grid –OD Program and how it helps in organizational excellence? 07

OR

- Q.5** Write short notes on **any Two** from the following 14
- I. Third Wave Organization
 - II. High – Performing System
 - III. Future trends of OD
 - IV. Internal Consultant
 - V. Practitioner – Client Relationship Mode(Neilson model)
