

GUJARAT TECHNOLOGICAL UNIVERSITY**MBA – SEMESTER - 3 - EXAMINATION – SUMMER 2021****Subject Code: 3539231****Date: 19/08/2021****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.

- Q.1** Explain the following terms: **14**
- (a) Organizational Transformation
 - (b) Job Enrichment
 - (c) Organizational Renewal
 - (d) System 4 management
 - (e) Psychological Contract
 - (f) Performance-gap
 - (g) Third-wave organizations
- Q.2** (a) Why change is important for the organization? What are the different types of planned and unplanned changes? **07**
- (b) Define Organisational Development. Explain the 5 stage model of OD. **07**
- OR**
- (b) Compare and contrast the four types of management orientations used in relating to the environment with example from any organization **07**
- Q.3** (a) Identify and give examples of the Force-field analysis model showing the different types of driving and resisting forces of change for an organization. **07**
- (b) Compare and contrast the five basic practitioner styles with reference to client practitioner relationship. **07**
- OR**
- Q.3** (a) What is diagnosis? Discuss in detail the problems which the OD practitioner should be aware of in the diagnosis phase. **07**
- (b) Justify the need for team development in bringing effective change in organization. Mention operating problems of work teams. **07**
- Q.4** (a) What is process intervention? How process interventions can be used in an OD program to solve problems? **07**
- (b) What is stream Analysis? Explain how Stream Analysis can be used in an OD program with an example. **07**
- OR**
- Q.4** (a) How can managers develop an organization culture that encourages a high performance system or a learning organization? **07**
- (b) Identify and explain the four areas of the Johari Window Model. How can you use the Johari Window Model as a tool to understand interpersonal communications? **07**

Q.5**CASE STUDY:**

An HR Director asked us to help resolve conflict between the HR and Finance departments. While acknowledging that personality differences existed between the two Dept Heads, the conflict also involved several team members in each department. The groups needed to interact on a variety of projects and poor communication was impacting morale and productivity. We interviewed each Director to understand their perspective about the conflict. We also interviewed a couple of key team members from each department. To gather further advance information for the meeting, we developed a short online survey for the two groups. Each person was asked to assess their group's performance and the performance of the other group on various communication topics. They were also asked to describe how they viewed themselves, how they viewed the other group, and how they felt the other group viewed them.

The data from the mini survey was summarized and sent to members of both teams a couple of days prior to the meeting. All department members also completed an on line Myers Briggs assessment. The full day workshop began with a two-hour, Myers-Briggs communications workshop with all Department members. This helped people understand that all the preferences to obtain best results and to appreciate the different preferences of their peers and leaders. We gave them information about how to communicate effectively with different types. The rest of the morning was spent reviewing the results of the survey and breaking into small, action planning teams with HR and Finance represented on each team. The groups were asked to look at the data from each group's perspective and then develop some specific plans to improve communications. The morning session was closed out by reassembling the entire group and asking each person to share something they personally planned to do to help improve future communications.

In the afternoon, our facilitator met for a coaching session with just the two Directors. The survey data was reviewed with them and the morning workshop debriefed. The Directors were also asked to talk honestly about what their personal contributions to the conflict issues were and to brainstorm ways that they and the two groups could begin to improve their inter-group communications. The feedback on the workshop from the team members and the Directors was very positive. They felt that the honest discussions about communication issues would help them improve. We checked back with the Directors two months after the workshop and they indicated that inter-group communications had improved dramatically. They were pleased that each group's perceptions of the other group were now more positive as were their own understanding of each other.

- (a) Using relevant examples, discuss the ethical issues that you need to consider when dealing with the diagnosis and feedback process. **07**
- (b) Using relevant examples, discuss the ethical issues that you need to consider when dealing with the diagnosis and feedback process. **07**

OR

- Q.5** (a) In your opinion, what are the factors that may contribute to the conflict between the HR and Finance Departments? **07**
- (b) What are the factors that you need to consider when selecting the right intervention strategy? **07**
