Seat No.: _____   Enrolment No._____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER (3) – EXAMINATION – WINTER 2018

Subject Code:3539231   **Date: 7/12/ 2018**
Subject Name: Change Management & Organization Development
Time:10:30 to 1:30   **Total Marks: 70**
Instructions:
      1. Attempt all questions.
      2. Make suitable assumptions wherever necessary.
      3. Figures to the right indicate full marks.

Q.1		**Answer the following in short**	**14**
	(a)	What is Organizational Developed	
	(b)	What is a psychological contract	
	(c)	Explain haphazard V/s planned change	
	(d)	Explain the concept of organizational iceberg	
	(e)	What are the characteristics of organizational development	
	(f)	Explain organization as a system	
	(g)	Explain lifecycle of resistance to change	
Q.2	**(a)**	Explain the steps involved in organizational development in detail.	**07**
	(b)	Explain the model of adaptive orientation.	**07**
		OR	
	(b)	"The only constant is change." Justify the statement. Also explain why organizations may need to change	**07**
Q.3	**(a)**	Explain the Diagnostic Process.	**07**
	(b)	You are an HR manager in an automobile company that is planning some major changes. Your CEO has asked you, if it would be better to hire an external OD practitioner or appoint somebody from within the organization. What would be your reply? Why?	**07**
		OR	
Q.3	**(a)**	Explain stream analysis with an imaginary example.	**07**
	(b)	As an OD practitioner, what steps will you take to reduce resistance to change in the organization	**07**
Q.4	**(a)**	Explain various types of process interventions.	**07**
	(b)	Write a note on TQM	**07**
		OR	
Q.4	**(a)**	Explain the strategies of change as given by Dunphy and Stace.	**07**
	(b)	According to you, what is the future of OD? What kind of challenges might arise for OD in future?	**07**

Q.5 **CASE STUDY:**

The toy industry is going through radical change. Teddy bear and Barbie dolls are a bit tame by today's standards. One industry analyst says, "Barbie remains comatose." As a result, toy retailers are cutting back on inventories of toys as children grow out of traditional toys at a younger age. This has had a major impact on Mattel's Tyco preschool division, Fischer price division and aging Barbie dolls. Mattel the world's largest toy manufacturer, is embarking on a program to redefine its core business from that of a traditional toy company to a children's product company.

Mattel has a dubious history that it would like to avoid in the future. Since the 1970s it has managed to nearly fall apart every decade. An accounting scandal forced out the founder, Ruth Handler in the 1970s. The 1980s saw the collapse of the vedio game market and in the late 1990s CEO Jill Barad was forced out after controversial and poorly executed acquisitions.

In the decade of 2000s, CEO Robert Eckert is moving the company to be less dependent on costly licensed properties by ending a pricey movie licensing agreement with Walt Disney Co. He says, "We are not here to create souvenirs for the movies. We want toys, kids want to play with." He is also moving mattel to a system that can better control inventory and to the development of more toys in-house. Eckert has streamlined manufacturing and has made it clear that new ideas are not to linger in the pipeline.

He is also looking for strong expansion overseas. As the market for toys matures in the United States, mattel is pushed overseas in its quest for new business. Toys in many cases include packaging in multiple languages, which saves the cost of serial introductions. The goal is to raise international sales from 31 percent today to 50 percent.

Questions

(a) Looking at the past of Mattel Tyco, what kind of resistance will Eckert face in implementing his plans? Why?
(b) What suggestions would you give Eckert to overcome this resistance?
                                        OR
(a) If Mattel Tyco expands its business overseas, what kind of challenges it may face? Can organizational development help overcome these challenges? How?
(b) If you were the CEO of Mattel Tyco, what changes would you implement in the company?

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