

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA-SEMESTER-III-EXAMINATION-WINTER-2024

Subject Code: 4539231**Date: 13/12/2024****Subject Name: Change Management and Organization Development****Time: 10:30 AM TO 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.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

Q.1 Explain Following Terms in Brief. 14

- 1) Unplanned Change
- 2) Psychological Contract
- 3) Open Book Management
- 4) Intervention
- 5) Learning
- 6) Reengineering
- 7) Value

Q.2 (a) Discuss Model of Change in detail. 07

Q.2 (b) Discuss Overcoming from Resistance to change in Detail. 07

OR

Q.2 (b) Write a note on Organization Culture. 07

Q.3 (a) Discuss 5 Stage Model of OD in detail 07

Q.3 (b) Discuss Process Intervention Skills in Detail. 07

OR

Q.3 (a) Write a Short note on Diagnosis Process. 07

Q.3 (b) Discuss Team Development Intervention in detail. 07

Q.4 (a) Discuss Transactional Analysis in detail. 07

Q.4 (b) Write a Short Note on TQM. 07

OR

Q.4 (a) Discuss Organizational Transformation in detail. 07

Q.4 (b) Discuss Future Trend of Organization Development in detail. 07

Case Study: Change Management in Organization

ABC Corporation is a multinational company operating in the automotive industry, specializing in the manufacturing and distribution of electric vehicles (EVs). With the growing demand for sustainable transportation solutions, ABC Corporation recognizes the need to adapt its operations to meet evolving market trends and customer preferences.

Change Initiative: Implementing Agile Methodology

Overview: In response to increasing competition and market dynamics, ABC Corporation embarked on a change management initiative to adopt Agile methodology across its

departments. The objective was to enhance flexibility, improve efficiency, and foster innovation within the organization's project management processes.

Objectives:

Increased Adaptability: Enable teams to respond quickly to changing market demands and customer feedback

Enhanced Collaboration: Facilitate cross-functional collaboration and communication to drive faster decision-making

Continuous Improvement: Foster a culture of continuous improvement and learning to optimize project outcomes

Employee Engagement: Empower employees by involving them in decision-making processes and encouraging ownership of project goals.

Implementation:

ABC Corporation implemented the Agile methodology in phases, starting with pilot projects before scaling it across the organization.

1. **Training and Education:** Employees received comprehensive training on Agile principles, methodologies, and tools to build their understanding and capabilities.
2. **Team Restructuring:** Cross-functional teams were formed, comprising members from various departments to encourage collaboration and diversity of perspectives.
3. **Iterative Approach:** Projects were broken down into smaller, manageable tasks or sprints, allowing for continuous feedback and adaptation throughout the project lifecycle.
4. **Regular Feedback Mechanisms:** Feedback loops were established to gather input from stakeholders, ensuring alignment with customer expectations and business objectives.

Evaluation and Impact:

1. **Improved Time-to-Market:** Agile adoption led to shorter development cycles, resulting in faster product launches and time-to-market for new EV models.
2. **Enhanced Quality:** Teams reported higher levels of quality and customer satisfaction due to increased focus on iterative testing and refinement.
3. **Increased Employee Satisfaction:** Employees embraced the collaborative and empowering nature of Agile, leading to higher levels of job satisfaction and morale.
4. **Business Agility:** ABC Corporation demonstrated improved adaptability to market changes, allowing for quicker response to competitive pressures and emerging opportunities.

Q.5 (a). What were the key drivers behind ABC Corporation's decision to implement Agile methodology, and how did they align with the organization's strategic goals? 07

Q.5 (b). What were the challenges encountered during the implementation of Agile methodology, and how did ABC Corporation overcome them? 07

OR

Q.5 (a) How did the adoption of Agile methodology impact the organizational culture and employee engagement within ABC Corporation? 07

Q.5 (b) What lessons can other organizations learn from ABC Corporation's experience in implementing Agile methodology, and how can they apply them to their own change management initiatives? 07
