

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA (PART TIME) – SEMESTER 4 • EXAMINATION – SUMMER 2019

Subject Code: 3549931

Date:04/05/2019

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.

- Q.1 Define following terms briefly: 14**
- (a) OD
 - (b) Open system
 - (c) Third wave organization
 - (d) Job Enlargement
 - (e) Learning organization
 - (f) Burnout
 - (g) Sensitivity Training
- Q.2 (a) Discuss few strategies which can be adopted by an organization/manager to reduce or minimize resistance to change programs. 07**
- (b) Suppose you are receiving a new job offer. What cultural factors would you likely to consider in making a decision. 07**
- OR**
- (b) Discuss the future trends in Organizational Development. 07**
- Q.3 (a) What do you mean by “Stress”? Elaborate major sources of stress. 07**
- (b) Discuss Total Quality Management (TQM) and its characteristics. 07**
- OR**
- Q.3 (a) Briefly discuss stages of “Socialization” process. 07**
- (b) Elucidate the usefulness of Johari-Window for a manager. Discuss the Johari- Window model in detail. 07**
- Q.4 Discuss the given case study with answers of following questions. 14**

Team Building @ Gyan Corporation

Sandhya is the Marketing Department Manager of Gyan Corporation. She has noticed that her staff seems to be pulling in separate directions and some members have trouble co-operating with others. She feels team building will help her department function in a more positive and productive way. Sandhya interviews several OD consultants to find the change agent she thinks will be right for what she needs. Sandhya decides on Pritesh, an OD

consultant that best answered the question, "How will this change agent build a group into a team?"

Pritesh meets with Sandhya to discuss the problems. They define the problem as Sandhya sees it. They discuss specific questions to ask and data that will be collected from interviews with team members. Pritesh interviews Sandhya's staff and immediately a number of issues surface that appear counter-productive to effective functioning. Lack of communication is identified as the most serious problem, and many of the other major issues are the direct result of the communication breakdown. Pritesh reports the general findings back to Sandhya without mentioning any names. After discussing the problem and possible ways to solve it, they decided on some action steps for Gyan Corp.

Questions:

- (a) Do you think that Sandhya was correct in calling Pritesh? Give your reasons.
- (b) If you were appointed as the OD Consultant, what would you have suggested as strategies to improve conditions of Gyan Corp.?

OR

Q.4 Questions: 14

- (a) According to you what were the major problems in above case at Gyan Corp.?
- (b) In above situation; how "Kurt Lewin's" change model can be implemented? Discuss.

Q.5 Discuss the given case study with answers of following questions. 14

Six Sigma @ GE

When Jack Welch assumed the top position at General Electric (GE) in 1981, he inherited a company that had a market value of \$12 billion - certainly a modest number, by today's standards. By the time he left in 1998, GE was worth \$280 billion.

While leading GE, Welch was charged with the task of making the conglomerate better by any means necessary. With his gut telling him that his company was due for a complete overhaul, Welch decided to implement Six Sigma at GE in 1995.

Six Sigma is a methodology that aims to reduce defects and errors in all processes, including transactional processes and manufacturing processes. Organizations that use Six Sigma test their processes again and again to make sure that they are as close to perfect as possible.

Five years after Welch's decision to implement Six Sigma, GE had saved a mind-blowing \$10 billion.

Welch claimed to have spent as much as half of his time working on people issues.

By assembling the right team and ingraining them with the right management philosophies, Welch successfully oversaw the transformation of GE from a relatively strong company to a true international juggernaut.

Questions:

- (a) How TQM concept can be applied in above case? Explain.
- (b) If you will be the manager, how group think & group shift will impact the GE? Discuss.

OR

Q.5

Questions:

14

- (a) What do you mean by “Six Sigma”? Discuss importance of it in view of above case.
- (b) “Good team management is an important to achieve desired success”. Justify this statement.
