

JAIPURIA INSTITUTE OF MANAGEMENT, NODA
PGDM / PGDM (MARKETING) / PGDM (SERVICE MANAGEMENT)
VI TRIMESTER (Batch 2019-21)
END TERM EXAMINATION, MAY 2021 (Main)

Course Name	Organization Change & Development	Course Code	HR601
Max. Time	2 Hours	Max. Marks	40

INSTRUCTIONS:

- Please write to the point. Extra words will not get extra marks!
- Plagiarism will be allowed only upto 15%. Plagiarism found beyond this will be subject to deduction of marks as per the below matrix:

>15% - 20%	minus 5
>20%	No evaluation, will have to sit for reappear exam.

Q1. Critically examine the role of leadership in organizational change and transformation? In an organization going through a Merger, discuss the various roles Leaders can play to facilitate change.

(08 Marks)

Q2. Explain Lewin's three stage change process and analyse how the process can support change when an organization wants to restructure itself for better business outputs.

(08 Marks)

Q3. A Cola brand aims to become a market leader in a period of five years. They have struggled to make their leadership support this strategy of becoming a market leader. Propose a change management plan using McKinsey 7S model to support this Cola brand to improve performance and to maintain alignment and performance with its leadership

(08 Marks)

Q4. "Power and politics are two important factors that cannot be ignored by managers dealing with organization development". Discuss the statement.

(08 Marks)

Q5. Read the following case-let and answer the questions followed:

(4x2 = 08 Marks)

The personnel office of Prasant Chemicals limited informed the middle managers through a circular that a group of consultants would be calling on them later in the week to provide training on team building. The consultants would be emphasizing on how to develop teamwork and to build inter group relationships throughout the Company. The information also contained the approach to be adopted by the consultants and explained the five-step process of team building: problem sensing, examining differences, giving, and receiving feedback, developing interactive skills, and follow up actions. The circular also included a note on the utility of team building in organizational effectiveness. On receiving the circular, middle managers, felt tensed as they thought team building as an exercise involving a lot of hocus-pocus as they experienced in sensitivity training exercises in which participants used to attack each other and let out their aggression by heaping abuse on those dislike. Therefore, the managers felt that the consultants were not needed for team building. One of the managers commented, "Now that we understand what is involved in team building, we can go ahead and conduct session ourselves. All we must do is to choose a manager who is liked by everyone and put him in the role of change agent consultant. After all, you really do not need high priced consultants to do team building stuff. You just have a good feel for human factor". The other managers generally agreed. However, the corporate personal director turned down their suggestion and proceeded with his original programme of hiring consultants.

Questions

- Justify the resistance of the middle managers to learn team building approach for organisation development?
- Opine if you think the managers had accurate view of team building concept and role of external consultant in that?