

**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**  
**PGDM / PGDM (M) / PGDM (SM)**  
**FOURTH TRIMESTER (Batch 2017-19)**  
**END TERM EXAMINATION, AUGUST 2018**

Course Name	Organization Change and Development	Course Code	HR 404
Max. Time	2 Hours	Max. Marks	40 MM

**INSTRUCTIONS:**

All questions are compulsory

1. Answer the following Questions: **(10 Marks)**

- a) Summarise the objectives of Organization Development (OD).
- b) Describe how and when T-Group method can be used as an OD Intervention, citing an example.

2. Read the following situation and answer the questions given below. **(5x2=10 Marks)**

Mintz's Motor Repair is moving its location to a larger community 100 miles away. Mintz would like for its mechanics to move with the company but realizes that there will be some hardships associated with the move. Mintz has decided to use Lewin's three-step model in order to make the change.

**Answer the Questions:**

- i. As a manager in charge of the relocation effort, you are offering a \$2,000 relocation bonus for any employee who will go to the new location. In Lewin's terms, explain what are you attempting to do of the following? Justify your answer.
    - a) Unfreeze the status quo
    - b) Move the process along
    - c) Refreeze the change
    - d) Bribe your employees
  - ii. You counsel each employee individually, trying to lessen each person's fears about the move. Assess, what all from the below options, is being tried to do? Elaborate.
    - a) Removing driving forces
    - b) Increasing driving forces
    - c) Removing restraining forces
    - d) Brainwashing
3. Elucidate the evolution of organization development with the help of Laboratory Stem and Survey Research Feedback Stem. **(10 marks)**

4. Read the following Case study and answer the questions given below: (5x2=10 Marks)

Mr. Kamal Nayan joined as Office Manager, Industrial Products Limited, Mumbai after coming back from USA from where he got his MBA degree with specialization in personnel management. He was young and energetic and believed in results. Before proceeding to USA, he had several years of experience in India in different capacities. When Mr. Nayan joined Industrial Products Limited, its office time was 10.30 am to 5.30 pm. He felt the timing should be changes to 10 am to 5 pm. He thought this because he knew that office personnel in USA did not work after 5 pm. He thought this to be true for India also and to ensure more availability of effective time for office; he changed it to 10 am to 5 pm. He announced the change officially.

No one reached initially but after two days, Mr. Nayan received a written memorandum by all office personnel that old office timing be restored. Mr. Nayan did not yield to this demand. However, he was convinced that the first step was to build cooperative spirit among his employees through informal get-together. Therefore, he prepared a scheme of having monthly dinner party for all members of the office. In the party, all members were to bring their home-made dishes. Their wives and children were to be encouraged to attend the monthly dinner party. The scheme was announced through placing it on the information bulletin of the company. The notice also invited suggestions from the members for making the scheme successful. Two weeks elapsed and no suggestion came.

Mr. Nayan heard a conversation between two of his office members;

First employee: "So what are you bringing for the party? As for myself, I will bring Bhelpuri."

Second Employee: "I will bring Chana." (Both laughed)

Mr. Nayan felt that nobody seemed to be concerned in this scheme.

**Answer the questions:**

- a) Explain the reasons why Mr. Kamal Nayan did not receive support from his employees?
- b) Recommend Mr. Kamal Nayan how he should proceed in the matter.

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