

**P. P. SAVANI UNIVERSITY**

Forth semester of M.B.A Examination  
May - 2022

SLMB8270 Change Management & Organizational Development (Major)

09.05.2022, Monday

Time: 09:00 a.m. to 11:30 a.m.

Maximum Marks: 60

**Instructions:**

1. The question paper comprises of two sections.
2. Section I and II must be attempted in same answer sheets.
3. Make suitable assumptions and draw neat figures wherever required.
4. Use of scientific calculator is allowed.

**SECTION - I**

**Q - 1** Short Question (Any 5) **[10]**

- (i) The increasing rate of change in a company's external environment is one reason for the utilization of organization development. True or False? Justify in 2 or 3 sentences.
- (ii) Identify and demonstrate the uses of the psychological contract.
- (iii) Who is an OD Practitioner? What are his/her qualifications and characteristics? What role does he/she play in the OD process?
- (iv) Kindly list out the factors that stimulate change in the organization.
- (v) What do you mean by Organizational Diagnosis?
- (vi) What are strategic interventions?
- (vii) What is TQM?

**Q - 2 (a)** Define organizational development. What are the distinguishing characteristics of OD make it different from other fields of study? **[05]**

**Q - 2 (b)** What is an OD intervention and how does it fit the organizational development process. What are the key considerations while deciding on an intervention? **[05]**

**OR**

**Q - 2 (a)** Assume any incident & position of Manager where you are studying and Compare and contrast managerial efficiency and effectiveness. **[05]**

**Q - 2 (b)** Perception is the process individuals use to give meaning to their environment. Explain Perception Formation model and demonstrate effect on Relationship. **[05]**

**Q - 3** Applicative Question (Compulsory to attend)  
How Force Field analysis can be used when GM of Hospital employing 300 workers and her immediate subordinates identified the 6 percent absentee rate. Apply the concept of Restraining Forces and Driving Forces **[10]**

**SECTION - II**

**Q - 1** Short questions (Any Five) **[05]**

- (i) Stream analysis
- (ii) Transactional Analysis
- (iii) Job enrichment
- (iv) Job Burnout
- (v) Cohesiveness
- (vi) MBO



- (vii) Sub optimization
- Q - 2 (a) What is career life planning? Explain steps in a typical career life planning program [05]
- Q - 2 (b) What is group think? Identify the symptoms of groupthink [05]

OR

- Q - 2 (a) State various operating problems of team and under which conditions team approach is appropriate? [05]
- Q - 2 (b) Briefly explain team development process [05]
- Q - 3 (a) How can you use the Johari Window Model as a tool to understand interpersonal communications? [05]
- Q - 3 (b) Explain organizational mirroring as one of the technique of manage intergroup conflicts in an organization [05]

OR

- Q - 3 (a) Discuss the role of participation in goal setting and briefly explain Locke & Latham's goal setting model [05]
- Q - 3 (b) State the characteristics of TQM and how it can be used to improve quality and productivity [05]
- Q - 4 [05]

#### Case Study - Reorganization as Rebirth

Like many organizations in the 1980's, St. Francis Regional Medical Center of Wichita, Kansas, tried downsizing. A layoff of 400 people was a horrible experience, both for those who left and for those who stayed. The 1990's brought a change in the health care environment, and the hospital's administration needed to change the structure and culture in order to remain competitive. The management team re-mapped the ideal management structure to run things without regard to the structure that was actually in place. To make such radical change work, they defined specific job titles, but not specific people. They dissolved the old organizational chart and created a new one, unveiling a chart that had all the new titles on it with no names. Those who wanted to be part of the new organization had to apply for whatever position they felt they were most qualified to fill. Imagine having to apply for whatever position they felt they were qualified to fill. Imagine having to apply to a company you'd been with for fifteen years! The restructuring also meant a rethinking of corporate culture. An examination of culture revealed that making decisions at the hospital become bogged down by management and dictated by policy. Eliminating old policies allowed the team to look at things as possibilities rather than restrictions. Two task forces were formed to look at service lines and functional realignment. A consulting firm was called in to help the hospital make the transition. The consulting firm helped strategize and create a time line for the changes. At the reorganization meeting, each employee was given an 80 -page bound booklet complete with vision statement, the organizational chart, timetable, and reorganization fact sheet, copies of all position descriptions, and a question and answer section. The result was terror, confusion, upheaval, and little by little, understanding cooperation and success. Instead of approaching the reorganization as a shameful secret, the task forces highlighted the changes in the new culture and tied the internal changes to the changes in the health care industry. Each week

"The Grapevine: Reorganization Update" was distributed. In the first official day of the new organization, employees were given flowers and a message stating "Today starts a new beginning focused on you". The new corporate culture involves management by contract. The new VPs walk the hallways and touch base constantly with what's going on. The result of the reorganization is decision making at lower levels, which results in faster actions. No more ideas die because of red tape. The reorganization is fluid and ongoing with employees and managers still incorporating the new management philosophy and corporate culture into their daily work lives.

Questions -

1. Had you been a part of such a situation, how had your initial reaction been and why? After analyzing the case, do you think that such massive change was indeed required for St Francis Regional Medical Center or was there a mid way out?

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