

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

Subject Code: 4539231

Date: 30/04/2024

Subject Name: Change Management and Organization Development

Time: 02:30 PM TO 05:30 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.

		Marks
Q.1	(a) Diagnosis (b) Future Shock (c) Stream Analysis (d) Open Book Management (e) Restraining Factors (f) Devil's Advocate (g) Culture	14
Q.2	(a) What is OD? What are the characteristics of OD?	07
	(b) Explain the Change Model in detail. Which are the driving forces toward acceptance of a change program?	07
	OR	
	(b) Explain in detail 5 stages model of OD.	07
Q.3	(a) What are the advantages & disadvantages of External as well as Internal change agents? When will you prefer an external Change Agent?	07
	(b) Explain three basic responses an Individual may have to socialization. Which is preferable & why??	07
	OR	
Q.3	(a) Explain in the brief different diagnostic models for OD. As a change agent what care you will take to make diagnosis effective?	07
	(b) Explain in a brief different style of OD Practitioners, in today's world. Which is preferable?? Why?	07
Q.4	(a) Why is Team development required in the organization? Explain the Team Development Process.	07
	(b) As an OD expert when you will opt for Process Intervention? Explain in brief different types of process intervention.	07
	OR	
Q.4	(a) What is the desirable personal interventional skill for successful change in the organization?	07
	(b) Explain in brief the strategies to reduce the resistance to change in the Organization.	07

Case study: REMAKING ABX

ABX reported record losses in its 86-year history of Rs. 1.83 billion in 1996, compared to earnings of Rs. 598 million in 1995. Chairman R.D. Mehta can claim to have brought ABX through its most treacherous year by ending a six-month steel strike and fending off, for the time being, raider C.C.Madan.

Mehta is studying some of the largest Indian companies in an effort to find acquisitions that will offset the uncertain prospects for steel. As a result of one acquisition, ABX is now considered more of an oil and gas company. 'Mehta has announced that ABX plans to convert its steel operations into a wholly owned subsidiary in order to give the company the flexibility to sell off its steel segment. But for now, the major challenge is to turn its steel unit around, with its goal to earn a consistent return equal to that of the average manufacturing company.

CHANGES

Since becoming chairman in 1989, Mehta has imposed more change in ABX than the company has ever seen. He has made three central changes:

1. Tried to change the culture. Mehta, who came up through the company's finance ranks, is irreverently called "the top bean counter." He has stunned production-minded managers with his "no scared cow" edict that profitability is more important than preserving the original empire.
2. Cut costs and inefficiencies. Under Mehta's leadership, ABX has shrunk dramatically. By 1995 he had shut down more than 150 plants and facilities, reducing steel-making capacity by more than 30 percent. He cut white-collar jobs by 54 percent. And by early 1997 he had cut capacity another 27 percent. That reduction translated into about 5,000 fewer employees, who joined the 23,000 workers already on indefinite layoff.
3. Acquired new companies. In one of his boldest moves, Mehta acquired Marathon Oil Co. for Rs.5.9 billion, thus recasting the ABX image into more of an oil company than a steel producer. The change in name from A.B. Steel to ABX was to help alter the public and employees' perception of what the company was all about.

But for all the changes Mehta brought about, ABX is still confronted by the inefficiencies, poor management, and hostile labor relations that troubled it for decades.

Mehta's central challenge is to transform one of corporate India's most hierarchical, bureaucratic management into a lean, aggressive, market-driven team. Among his challenges include.

1. Changes. For his part, Mehta contends that he is on his way to creating "a new A.B. Steel." Adds Abhay Lal, executive vice-president for employee relations "We've been required to shed yesterday."
2. Culture. Altering a culture cast over 75 years could take a decade, if not a generation.
3. Management style. A "militaristic" management style has blocked change. The small amount of feedback that existed was often lost as it passed through a labyrinth of bureaucracy.

In summary, ABX is faced with changing an ingrained, old-fashioned corporate culture.

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| (a) | What are the reasons changes do not take off as per expectation? Explain with reason. | 07 |
| (b) | Do you agree with Mehta that ABX needs to make changes? | 07 |

OR

- Q.5 (a)** Would organization development be an appropriate situation like this? **07**
- (b)** If you were Dr. Mehta, how would you have handle the situation? And why? **07**
