

Enrollment No.: _____

Seat No.: _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA - SEMESTER - III EXAMINATION - WINTER 2025

Subject Code: 4539231

Date: 17-12-2025

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.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

Q. No.	Question Text and Description	Marks
Q.1	Explain the following terms a). Action Research b). Stream Analysis c). Appreciative inquiry d). Group think e). Sub-Optimization f). Sociometric approach g). OD Vs OT	14
Q.2	(a) Trace the life cycle of change by taking any hypothetical organization. What can be various driving or restraining force that may affect the change and what would you do as a consultant to overcome its resistance. (b) What is Diagnosis? How does a practitioner diagnose the problems of an organization with the help of different models?	07 07
OR		
	(b) Few corporate renewal lessons can help organizations in managing change. Discuss the same using organizational adaptation model of change.	07
Q.3	(a) Perception process may affect the formalization of contract between client and practitioner. Do you agree with this? Answer this question using different relationship modes that can affect the process (b) How does Organizational Growth Model by Griener differ from Lewin's Process of Organizational Change?	07 07
OR		
Q.3	(a) "It is understood that culture plays dominant role in managing any change programme". What is your opinion on this statement? Explain how cultures are formed and what key factors should be kept in mind while bringing cultural change. (b) How the practitioner does goes about in terms of selecting OD Interventions for managing change? With the help of diagramme, explain the Major OD Intervention Techniques, under the categories as Behavioral, Structural, Technical	07 07
Q.4	(a) As a practitioner, "it is important to understand and act upon the process events that occur in the client's environment". What is your understanding on this statement? What types of interventions can be used to manage these processes? (b) What are the various intergroup operating problems? Explain various OD interventions for dealing with such intergroup problems in organization	07

OR

- Q.4 (a)** “Implementing Strategic level changes can be done more effectively when the culture of the organization is taken into consideration”. Explain this statement with the help of Strategy culture matrix and other approaches used to change the culture to fit the strategy of an organization **07**
- (b)** What are System wide interventions? Explain in brief any three system wide interventions that can be applied in an organization **07**

Q.5 Case Study

Infinite India Ltd. is a manufacturing company located in Delhi. The company was doing well from the past thirty years and the people involved in the operations were confident in their respective areas of operations as they were doing it from quite some time. There was a feeling among some of the employees that it is becoming monotonous kind of an affair although the efficiency has gone very high due to the fact that the same person is doing the job from quite some time.

A recent change in the policy and procedures of the company, it was made possible for the employees to engage in job rotation. Ram is In-charge of a manufacturing operation from the past five years and he has three subordinates directly reporting to him - Jay, Vijay, Dhananjay. Jay has been working in the same job position from the past twenty years, whereas Vijay from the past five years and Dhananjay from the past two years in the same job position. Ram being quite young and dynamic welcomed the change in the policy and procedures as it amounts to giving more options to the people those who are dynamic and look for more challenges. Moreover it provides more holistic perspective about the organization. Ram perceived that it is a win/win situation for both the employees and the organization. Ram called a meeting to discuss the possibility of the adoption of job rotation. As the meeting progressed, Ram became aware that out of three subordinates, two wanted to change to a job rotation schedule, whereas one is not at all interested for the same. Ram was in a fix and adjourned the meeting. After giving a considerable thought to the problem, he was able to crystallize on four alternative approaches that may be followed to manage this conflict situation:

1. Forget about Job rotation in this unit.
2. Issue the orders that job rotation is mandatory for all the three subordinates with immediate effect.
3. Respect the feelings of each one and work out an arrangement where job rotation occurs for a while is stopped for a while, and so on, thus allowing each person to have his or her way for some time.
4. Call the meeting again and discuss the pros and cons of the proposed change and that their interpersonal relationship are very important than any job rotation. Try to develop a consensus for job rotation.

- (a)** What special interpersonal skills should Ram need to succeed in this problem situation? Defend your answer. **07**
- (b)** Assume that you are the CEO of the organization and you have to implement this change. Prepare a model of change which you think would avoid such conflict when this change would be implemented. **07**

OR

- (a)** What conflict management styles are represented by each of the four alternatives suggested above by Ram? **07**
- (b)** Which of the four approaches should Ram choose to follow in this situation? Why? or Should an alternative approach be taken? **07**
