

Enrollment No./Seat No.:

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

Subject Code: MB03092021

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.**

	Marks
Q.1 ALL 7 Questions must be Compulsory.	14
(a) Pivotal & Peripheral Norms	
(b) Parkinson's Law	
(c) Job Enrichment	
(d) Sub-optimization	
(e) OD Values	
(f) Appreciative Inquiry	
(g) Socialization	
Q.2 (a) Bring out the difference between OD & OT. "In the context of AI-driven organizational change, which discipline is more relevant and effective—Organizational Development (OD) or Organizational Transformation (OT)—and why?"	07
(b) "Change can be challenging and often causes stress. Do you agree? Explain how employees in the workplace typically react to and are impacted by change, considering operational, psychological, and social aspects."	07
OR	
(b) What is process consultation and how it can be used in an organization? Briefly discuss areas and types of interventions that can be used by a consultant to bring about improvement or organizational effectiveness?	07
Q.3 (a) Discuss Major OD Intervention techniques, under the three approaches to changes. How does a practitioner go about in terms of selecting OD Interventions for managing change?	07
(b) What is your understanding on Organizational Diagnosis? Discuss major diagnostic tools and models that OD expert can use to identify problem areas of client system	07
OR	
(a) Explain the concept of stream analysis with diagramme by taking any hypothetical examples of change.	07

- (b) Discuss the dynamics involved in interpersonal communications. How to resolve these dynamics through Transactional Analysis and Johari Window concepts? 07

Q.4 (a) Do you think OD as discipline will fade away? How do you see future of OD in changing face of Industry? 07

- (b) Discuss different conflict managing styles. As OD consultant, what interventions you will apply in order to overcome intergroup problems in an organization? 07

OR

- (a) Discuss the importance of corporate culture and its relation to strategy. Explain with the help of strategy-culture matrix. 07

- (b) What is system wide interventions? Identify and explain any two system wide interventions that can be applied by practitioners to overcome system wide issues 07

Q.5 GlobalTech Inc., a leading technology firm, faced significant resistance when implementing a new enterprise resource planning (ERP) system across its global offices. The company had been using a legacy system for over a decade, and the management decided to upgrade to a modern, integrated platform to improve efficiency, data accuracy, and decision-making capabilities.

The change was announced in a town hall meeting, emphasizing the benefits of the new system. However, employees exhibited strong resistance. Many were comfortable with the existing system and skeptical about the new technology's complexity. Some feared job redundancies due to automation features, while others doubted their ability to adapt to the new platform. Middle managers were particularly resistant, fearing loss of control and increased workload during the transition.

Several factors contributed to this resistance. Firstly, there was a lack of effective communication about the reasons for change and the expected benefits. Employees felt that the change was imposed without their input, leading to a sense of alienation. Secondly, insufficient training and support exacerbated anxiety, making employees hesitant to adopt the new system. Thirdly, organizational culture played a role; the company's hierarchical structure fostered a top-down approach, making employees less inclined to participate actively in the change process.

To address these issues, management initiated a comprehensive change management plan. They involved employees early in the process, seeking feedback and addressing concerns through workshops. Training sessions were expanded, and a support system was established for troubleshooting. Leadership also communicated success stories from pilot teams to build confidence and demonstrate the benefits of the new system.

Over time, resistance decreased as employees became more comfortable with the new platform, and productivity improved. The project ultimately succeeded, highlighting the importance of managing resistance through communication, involvement, and support.

- (a) What are the primary reasons for resistance to change observed at GlobalTech Inc., and how could they have been addressed proactively? 07

- (b) How does organizational culture influence resistance to change, and what strategies can organizations employ to foster a more adaptable culture? 07

OR

- (a) Evaluate the role of communication and training in managing resistance. What specific approaches could enhance their effectiveness? 07

- (b)** Reflecting on this case, what key lessons can organizations learn to improve their change management processes? **07**
