

BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT

(Autonomous Institute under Visvesvaraya Technological University, Belagavi)

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Course Code

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Third Semester MBA Degree Examinations, March/April 2024
ORGANISATIONAL CHANGE MANAGEMENT

Duration: 3 hrs

Max. Marks: 100

- Note:* 1. Answer any FOUR full questions from Question No. 1 to 7.
 2. Question No. 8 is compulsory
 3. Missing data, if any, may be suitably assumed

<u>Q. No</u>	<u>Question</u>	<u>Marks</u>	<u>(RBTL:CO:PO)</u>
1.	a. Summarize the importance of vision for change.	03	(3:2:1)
	b. Explain the difference between organization vision and change vision.	07	(4:2:1)
	c. Discuss the models of organizational change.	10	(5:2:5)
2.	a. Summarize the meaning of organization Development.	03	(3:5:1)
	b. Explain the types of change leaders..	07	(4:5:3)
	c. Interpret the factors for the success of change agent.	10	(5:5:3)
3.	a. Summarize the meaning of action planning.	03	(3:4:3)
	b. Explain the concept of transition management.	07	(3:4:4)
	c. Develop a communication plan of change.	10	(5:4:5)
4.	a. Summarize the meaning of values and beliefs.	03	(2:1:2)
	b. Evaluate the types of organization change.	07	(2:1:2)
	c. Interpret the importance of change element in the 21 st century.	10	(4:1:5)
5.	a. Illustrate the importance of data gathering.	03	(2:3:4)
	b. Explain the process of data gathering.	07	(2:3:4)
	c. Explain the measures and controls that are perceived as fair and appropriate.	10	(4:4:4)
6.	a. Outline the meaning of organization change management.	03	(3:4:1)
	b. Analyze the tools to use in change process.	07	(3:4:2)
	c. Evaluate the factors of balance scorecard and its applicability in organization change management.	10	(4:4:2)
7.	a. Illustrate the meaning of organization change.	03	(3:1:1)
	b. Analyze the trends of change management.	07	(4:1:1)
	c. Evaluate the concept of organizational development and employee engagement.	10	(5:1:1)

8.

Case Study

The personnel office of Prasant Chemicals limited informed the middle managers through a circular that a group of consultants would be calling on them later in the week to provide training on team building. The consultants would be emphasizing on how to develop team work and to build inter group relationships throughout the Company. The information also contained the approach to be adopted by the consultants and explained the five-step process of team building: problem sensing, examining differences, giving and receiving feedback, developing interactive skills, and follow up actions. The circular also Included a note on the utility of team building in organisational effectiveness.

On receiving the circular, middle managers, felt tensed as they though team building

as an exercise involving a lot of hocus pocus as they experienced in sensitivity training exercises in which participants used to attack each other and let out their aggression by heaping abuse on those disliked. Therefore, the managers felt that the consultants were not needed for team building. One of the managers commented, 'now that as we understand what is involved in team building, we can go ahead and conduct session ourselves. All we have to do is to choose a manager who is liked by everyone and put him in the role of change agent/ consultant. After all, you really do not need high priced consultants to do team building stuff. You just have a good feel for human factor. The other managers generally agreed. However, the corporate personal director turned down their suggestion and proceeded with his original programme of hiring consultants.

- a. Why did middle managers show resistance to team building approach of organisation development? **10** (3:4:4)
- b. Do you think the managers had accurate view of team building concept and role of external consultant in that? **10** (4:5:5)

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