

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, May/June 2023

ORGANIZATIONAL 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 Organizational Development	03	(2 :1: 1)
	b. Explain Action Research and Survey Feedback.	07	(2 :1: 1)
	c. Discuss History of OD.	10	(2 :1: 1)
2.	a. Summarize Levels and Characteristics of Organizational Change	03	(1 :2: 2)
	b. Explain eight dimensions related to readiness.	07	(2 :2: 2)
	c. Analyse different approaches of creating awareness of the need for change.	10	(4 :2: 2)
3.	a. Summarize importance of measurement system	03	(2 :3: 1)
	b. Explain Strategy and the Four Levers of Control.	07	(2 :3: 1)
	c. Discuss any two measurement tools.	10	(2 :3: 1)
4.	a. Summarize importance of data gathering.	03	(2 :3: 4)
	b. Explain in detail the process of data gathering.	07	(2 :3: 4)
	c. Discuss any two data gathering methods with merits and demerits.	10	(2 :3: 4)
5.	a. Summarize the meaning of Balanced Scorecard	03	(1 :4: 5)
	b. Discuss Action Planning Tools	07	(2 :4: 5)
	c. Explain Grainer's 5 phase organizational growth model	10	(3 :4: 5)
6.	a. Elaborate the factors that Influence Change Agent Success,	03	(2 :5: 1)
	b. Analyse the statement "Everyone Needs to Be a Change Agent,"	07	(2 :5: 1)
	c. Explain Developmental Stages of Change Leaders	10	(2 :5: 1)
7.	a. Summarize the meaning of Values & Beliefs	03	(2 :1: 2)
	b. Explain Four Types of Organization Change	07	(2 :1: 2)
	c. Illustrate the nature of 21 st century organizations	10	(3 :1: 2)

Note: (RBTL - Revised Bloom's Taxonomy Level: CO - Course Outcome: PO – Programme Outcome)

DELL COMPUTERS REORIENTS ITSELF

For years, Dell focused on being the low-cost, efficient producer of computers. As one report put it, "Dell long stuck with its old playbook of cranking out PCs as efficiently as possible." Dell had focused on making the computer a commodity and sold online using generic parts. Dell focused on optimizing the business it already had while the market shifted. Its competitors, Hewlett-Packard, IBM, and others, marketed newer, sleeker laptops with better Internet capabilities using retail stores for distribution.

In 2007, Michael Dell returned as CEO after 3 years of relative distance from operations. Since then, he has replaced his senior management team, added new products and services, and focused on what customers want. One of his first moves was to hire Garrigues from Motorola, who broke with Dell's tradition of only selling directly to customers as well, new products were developed and Dell was restructured around its customers. However, the marketplace was changing radically as smartphones and similar products became the hot new focus.

The troubles for Dell had begun when the market shifted. Corporate growth lessened and the consumer sector flourished. As well, developing markets overseas became critical, markets that were less willing to buy over the Internet and use direct delivery. Additional processing power became less critical and consumers demanded special features and more attractive machines. Clearly, Dell saw the need to alter what it was doing. A diagnosis of what would work had led to an overhaul of the company.

After taking over, Michael Dell responded to the marketplace. He set up mechanisms to get customers' input. He shifted Dell's distribution strategy to sell in retail outlets. This required a shift in mindset for Dell managers, as they had to have new distribution systems and manage their relationships with retailers. New machine designs were created and new hardware, including smartphones, was offered. Dell began selling mini-notebooks to appeal to overseas markets. And the company responded to changes in the corporate sector by providing systems solutions, not just computers.

To implement his strategy, Michael Dell installed a new senior management team. One of his first moves was to hire Ron Garrigues, the executive who introduced Motorola's Razr phone, as head of Dell's consumer business. Garrigues stopped work on the Mantra, a standard line of Dell products. As well, he stopped the introduction of Dell specialty stores and developed relationships with retailers. Design became a new, central focus.

Michael Dell also brought in Brian Gladden from GE. Gladden believed

that Dell needed to be restructured, that its systems and processes were not sophisticated enough for a company of its size. One major move was to shift the focus of Dell to its external markets by organizing around those markets, such as consumers, corporations, small- and mid-sized businesses, and governments and educational buyers.

Culture change was encouraged to shift Dell to a more responsive, flexible company. Group leaders had clear financial targets but were given significant responsibility in how to achieve these targets.

New products were developed and Dell began selling the world's thinnest notebook. Design emphasized style and "tech appeal." Smartphones were in the planning stage.

- a. Analyze Task, People, Strategy and Culture components of Dell **10** (4 :4: 5)
- b. Has it changed quickly enough to meet market demands? Justify your answer. **10** (4 :4: 5)

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