

**SVKM's NMIMS University
School of Distance Learning**

Managing Change in Organisation

Marks: 100

**Date: 13.12.2007
Time: 3.00 to 6.00**

Instructions: Candidates should read carefully the instructions printed on the Question Paper and on the cover of the Answer Book, which is provided for their use.

- NB :**
1. Attempt any 2 Questions from Question No. 1 to Question No. 4
 2. Questions No. 5, No. 6, No. 7 and No. 8 are Compulsory
 2. In all, Six Questions are to be attempted
 3. Answer to each new Question to be started on a fresh page
 4. Figure in brackets indicate full marks
 5. Total number of Questions are 8
 6. Answers must be precise and written in points

Q 1. What do you understand by the word 'Change'? Why is it necessary to study it in the organizational context? (20)

Q 2. What is the role of the Manager today in managing change within organization? (20)

Q 3. What is Organizational Culture? How is culture related to managing change in organizations? (20)

Q 4. Name and explain the concept of Organizational Diagnosis? What are the methods of data collection in Organizational diagnosis? (20)

Q 5. Your friend is working in a BPO. Though he is good at his job, he has not adjusted himself to his work environment. He comes from a conservative background and the sheer dynamism of the new place of work is leading to severe stress. He is planning to quit, but is unable to find another job that suits his competence or his financial need. You personally feel that he is perfectly suited to the job and can become highly successful over a period of time in that organization. As a consultant what would be your approach to solving his dilemma? (15)

Q 6. You have just joined an organization as a HR Manager. The company deals in surgical instruments and other ICU equipments. Though the market for the products is very high and profitable, the company has not been able to tap the potential. This is because the manufacturing capacity is very poor. Both in terms of quantity and quality of output, the workers have a very indifferent approach and this shows. What interventions will you introduce to make the workers more committed towards their job? (15)

Q 7. You are the leader of a team that is currently handling a project for a foreign client. The work load is intense, the personalities are diverse and the project is highly sensitive. Tempers flare all the time, conflicts are a norm rather than an exception and roles are unclear.

As the team leader, what would you do to channelize resources and make the project a success?
(15)

Q 8. You have been invited to be a panel consultant for a 35 year old organization that manufactures readymade garments. Most of its employees have been around for 15 years or more. The system of working is manual and very conservative and the resistance to change is very high. There are approximately 20 new employees, who are technically very sound and the need of the hour, but the chances of them being able to deal with the older lot of 65 is remote. Rapid changes are being visualized by the new Managing Director (son of the old MD) and he is very keen to take the organization to greater heights of success and modernization. He has asked you to present a complete plan for organizational transformation. (15)