

Code: BA4T7H

II MBA - II Semester - Regular Examinations JUNE 2015

MANAGEMENT OF CHANGE AND DEVELOPMENT

Duration: 3 hours

Max. Marks: 70 M

SECTION-A

1 Answer any FIVE of the following:

5 x 2 = 10 M

- a) Coercion
- b) Single loop learning
- c) BATNA
- d) Motivation
- e) Linking pin
- f) Grapevine communication
- g) Types of groups
- h) Integrative bargaining

SECTION – B

Answer the following:

5 x 10 = 50 M

- 2 a) What forces act as stimulants to change and what is the difference between planned and unplanned change?

OR

- b) Explain the methods for overcoming resistance to change within the organization by the employee.

3 a) Explain some techniques used in mapping change in Indian organization dealing with different culture.

OR

b) How does TPMM helps an organization to accurately map the change within an organization.

4 a) “Learning organization develops a country capacity to adopt and change “. Justify the statement with a suitable example.

OR

b) How does OD intervention help a manager to take decisions for the growth of the firm?

5 a) What are the differences between the distributive and integrative bargain with an example.

OR

b) What are the factors that cause difference in negotiation effectiveness?

6 a) Explain Linking pin model and its use in teams within an organization.

OR

b) What kind of resistance comes while manager go for team building and how does a team look forward to changes.

SECTION – C

7 Case Study

1 x 10 = 10 M

A Financial Services company was experiencing major growth and structural change leading to significant challenges to a newly appointed management team. This included a change in job descriptions .Business owners were very concerned how staff would deal with the increased workload and wanted to put in place a positive staff program to assist staff adjust. Business owners were concerned that they were overworking key staff. They were concerned they would lose essential experience and wanted to be sure that staff would stay. They wanted to open a positive dialogue and ensuring that staff knew they were supported. Further, that the company was committed to their personal and professional development. A meeting with the business owners and managers was arranged to discuss the company plan and future changes to the structure. Based on continuous discussions an appropriate program was developed to address the priority needs.

This consisted of:

A full company workshop was devised to explain the company plan and to show all staff where the opportunities lay and how each member of staff was valued. An external coach was made available for staff members to voice any concerns and gain assistance. On individual challenges they were facing, discussions with individuals were conducted to explain their new job descriptions and gain acceptance and agreement. A number of small group interactive workshops were rolled out to tackle skill gaps including foundation management, change management, leadership, negotiation and internal communication skills.

Through on-going support and positive re-enforcement a greater uptake of the methodologies were observed improving the training ROI. As the company had the foresight to implement the program before major changes were made the transition was smoother than expected. Staff reported feeling more confident in their management role and had the skills needed to be competent in a challenging, changing environment. They saw an improvement in the attitudes and productivity of their current employees who had not understood where the business was going. They felt better equipped to handle challenges. An overall improvement in internal co-operation was recognized.

By implementing the training; Business owners saw they were able to stabilize and develop faster while experiencing lower turnover. There was an overall improvement of employee attitude and they were able to deal with management issues more efficiently and positively. All of the staff reported feeling happier in their jobs. They were dealing with changes more constructively and they positively influenced other staff members who had not received the training.

ANSWER THE FOLLOWING QUESTIONS BRIEFLY

- i) What circumstances lead for higher authority to bring change in organization?
- ii) What steps were taken to overcome the resistance for change from employees?
- iii) What was the reaction of employees toward the change?
- iv) According to your understanding derive different set of strategies for the company.