

Code: **BA4T7H**

II MBA - II Semester - Regular Examinations JULY 2014

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) Negotiation process
- b) Empowered teams
- c) Motivation
- d) BATNA
- e) Double loop bargaining
- f) Types of groups
- g) Difference between planned and unplanned change
- h) Change consultant

SECTION – B

Answer the following: 5 x 10 = 50 M

2. a) Explain the factors that cause resistance for change within an organization?

OR

b) With the help of Lewin's model explain how an organization can overcome the resistance to change from employees.

3. a) What can managers do to make their firm a learning organization?

OR

- b) What is role of diagramming in system investigation and define the relationship between intervention strategy and TPM.

4. a) How does culture influence negotiation process?

OR

- b) What do you mean by OD interventions? How can they be classified.

5. a) Explain Linking pin model and its appropriate use in focused teams while a planned change.

OR

- b) While explaining the need of virtual team also explains team building life cycle process.

6. a) What are the factors that causes difference in negotiation effectiveness?

OR

- b) How will an empowered team helps in effective leadership and manages culture diversity within a team. Explain with suitable real example

SECTION – C

7. Case Study

1 x 10 = 10 M

Johnson Matthey is a specialty chemicals company which processes and manufactures precious metals, catalysts and chemicals.. It has seventeen sites in the UK. Acas was involved in a number of the

ICI offshoots, helping them to develop new consultative structures and manage the devolution of bargaining of pay, terms and conditions to site level. Around 80 per cent of Johnson Matthey's Clitheroe site workforce belongs to one of two recognized trade unions

The Acas workplace project took place prior to the first set of annual pay negotiations on the site. It consisted of three one-day workshops at the site, each attended by around 20 managers and employees. On Acas' advice, participants were selected to include employees and managers who were not directly involved in bargaining pay, in order to raise their awareness of what the process demanded of those who were involved in bargaining.

Participants also included both managers and employees who were skeptical about the process, and those who were more in favor of change.

The Acas adviser used methods including group work and role play exercises to promote interaction between participants. Key to the success of these techniques was examples and scenarios based on real life experiences and situations outside the workplace, from negotiating in a football club to the dynamics of the parent/child relationship.

There was a perceived shift 'from confrontation, to communication' in management union relations, evidenced in earlier and more effective communication between the parties. The successful impact

of the organizational change process – in which Acas played a crucial role – was evidenced by substantially improved onsite efficiency, including improved stock turn and overall equipment effectiveness. These improvements in turn resulted in increased output and profits, which generated new investment in the plant from the parent group.

Answer the following questions

- a) Why was the entire workforce included in the bargaining of pay process?
- b) Which type of negotiation process was adopted?
- c) What methods were included to promote interaction between the groups?
- d) What was the impact of change brought in organizational process?
- e) Why employee did readily accepted the changes brought in ACAS?