

**Jagan Institute of Management Studies**  
**End-Term Examination, December 2017 – January 2018**  
**Trimester V – PGDM 2016-18**

**Organizational Change & Development**  
*ET\_PG\_OCD\_0201*

Time: 3 Hrs.

M. Marks: 70

**INSTRUCTIONS: Attempt any FIVE questions including Q1 & Q7 which are compulsory.**

- Q 1** Attempt any **THREE** of the following and discuss using examples the following intervention strategy
- a) Action research.
  - b) Transactional analysis.
  - c) Sensitivity training.
  - d) Total Quality management.
  - e) Adkar model, Change management. **16**
- Q 2** a) Managing change in any organization, be it political, social, commercial, religious or educational, has been a tough challenge for the top management. One major political organization in the country has been following the most innovative approach of change management of medical science’ “infection, injection and protection”, the results visible though gradual are illustrative of the strength of this model. Do you share this concept? Comment with support of logic to your contentions.
- b) Explain the role of TOP Leadership and values in the success of organizational development. Elucidate **12**
- Q 3** “The term power and politics, evokes mixed and often passionate reactions. Citing recent instances of past Government’s corruption and corporate misconducts, many observers remind us that, like it or not, power is a fact of life in modern organization.” From this perspective power should be accepted as a natural part of any organization. Manager should develop their own power, to coordinate and support the work of subordinates; it is powerlessness, not power that undermines organizational effectiveness. Discuss with supportive logic to your contentions. **12**
- Q 4** “Life span of products and organizations are now short with greater **12**

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degree of uncertainty in business due to global competition. Organization development concepts are for long term competence, skills and sustainability of organizations”. Do you feel in such turbulent time OD will have any future or it will change its pattern and methods. Give reasons in support of your arguments.

Q 5 “Change may be forced on an organization or an organization may change in response to the environment or an internal need. The forces of change are interdependent and influence organizations in many ways. The areas in which the pressures for change seem most powerful involve people, technology, information and communication, competition and social needs” Comment. 12

Q 6 The Japanese organizations, by and large are known for the excellence in the Quality of their products, be it electronics, automobiles, office automation, office equipment, utility gadgets or water purifier systems. “It is said that Total Quality Management coupled with KAIZEN approach in the mind and heart of each employee is the key.” Comment with special emphasis to the conceptual application of the stated philosophy. 12

Q 7 [Read the case and answer the questions given at the end.](#)

#### **Reality to Mistry of Magic Kingdom**

One of the most popular tourist attractions in America is Disney World at Orlando in the state of Florida, a theme park developed with multiple attractions and a visit to America is not considered incomplete without a visit to Disney World. Prior to the opening of Disney World at Orlando, there was a similar theme park near Los Angeles in the state of California, known as Disneyland. It was a creation of Walt Disney, a famous family movie maker who had produced such movie hits as fantasia and Snow White. Disneyland is a typical family entertainment phenomenon and is also known as the magic kingdom.

Unfortunately, after Walt Disney’s death, the magic kingdom hit a downward trend, as it never had a second line of visionary leadership. The management rested on the laurels of its success and the organizations stagnated into its status quo. It shunned innovation and stayed in its ivory tower away from the pulse of the audience. It became fearful of change and by all accounts, it was not fully utilizing its potential or its resources and considering the demand for its products and services, it was undercharging for its licensing of cartoon characters and admission to its theme parks.

Michael Eisner, the head of the Disney Organization felt that he had to become more like Walt Disney, an innovator and a risk taker who encouraged creativity and who had built the Disney Empire. After analyzing the situation carefully, he devised a plan that would, encourage openness to change and a culture of strong creativity that was always a hallmark of Disney's success.

Eisner himself came up with a number of new and creative ideas including new health food restaurants and he encouraged and induced creativity among others and creativity became one of his top priorities. His idea of creating a Euro Disneyland in Paris came into high focus. He met with 12 of the world's most respected architects in a wildly creative session to bring out as best a design for the theme park as possible. He encouraged and rewarded new ideas, opened the channels of communication and took the members into confidence by sharing with them his strategic plans and ambitious growth strategies.

One change that came into being was the renovation and expansion of its hotel chain. He ordered an ambitious \$1.0 billion hotel expansion plan that doubled its room capacity to 20,000 and came at par with the well-known Ritz Carlton chain of hotels.

The movie business that had practically come to a standstill and was hardly reaching break-even point got a boost of creativity. By tightening budget without sacrificing quality and working with adventurous scripts and unknown but talented actors, it became a dominant force in the American movie industry and produced such hit films as Beauty and the Beast, Pretty Woman, Ruthless People and so on.

Michael Eisner's creativity, openness, innovation and team spirit has not been without its rewards. From 1984 to 1990, Disney's sales increased from \$ 1.7 billion to almost \$6.00 billion. Disney has expanded its family entertainment business to include book publishing and records and has a theme park in Japan.

Michael Eisner's made a dramatic turnaround of Disney fortune in the 1980's. He is even more ambitious during the 1990's and calls it The Disney Decade. He has surrounded himself with ambitious, energetic and creative staff and he expects a period of extensive growth for Disney operations around the world. With the fall of closed societies and advent of instant communications and emphasis on internationalization, he is very optimistic that Disney will become a

household name around the world, as it did in America.

**Questions:**

- a) Do you think that the Disney organization, once a highly successful and growing organization became stagnant after the death of Walt Disney? Describe as many reasons as possible.
- b) How important is Michael Eisner's role in the process of turnaround of the company fortunes? Does it mean that the success of the entire organization depends upon the philosophy of its chief Executive Officer? Give reasons.
- c) List and explain the internal and external forces that necessitated the change in the outlook of Disney operations. Can you identify the change agents that were at work in changing the behavior of the organizational members?

**18**

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