

Jagan Institute of Management Studies
End-Term Examination, December, 2016 – January, 2017
Trimester V – PGDM 2015-17

Organizational Change & Development
ET_PG_OCD_2912

Time: 3 Hrs.

M. Marks: 70

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

- Q 1** 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 and examples. **15**
- Q 2** Attempt any **TWO** of the following:
- a) Organizational development (OD) is not an easy single concept. Rather it is a concept of planned change interventions, built on humanistic and democratic values that seek to improve organizational effectiveness and wellbeing of employees Comment. Support your contentions with reference to basic essential values of OD.
- b) Which source of resistance to change do you think is the most common in organization? Which is the most difficult for management to deal with and why? Discuss in brief various strategies to reduce employees’ resistance to change.
- c) Explain the Role of TOP Leadership and values in the success of organizational development. Elucidate. **12**
- Q 3** “Organisational Development (OD) addresses the company through and after the change with techniques such as team building. An interesting identification is the effect all of this change has on the culture of the organisation, the structure of the organisation and the issue of management development and organisational effectiveness”. In the spirit of the statement made above, express with supportive illustrations **12**
- Q 4** “Organization development is at heart an action programme based on valid information about the status-quo, current problems and opportunities, and effects of actions as they relate to achieving goals. An

OD programme has to start with in depth diagnosis by employing data collection and its analysis through. The OD Consultant who lays emphasis with conceptual focus on DIKE principle with exploration of on state of things or ‘what is’; as well to understand the effects or consequences of action.”

In the context of the spirit of statement made above, discuss the ground reality in action of Indian Corporates. 12

Q 5 “Life span of products and organizations are now short with greater 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 have to change its pattern and methods to address the challenge. Give reasons in support of your arguments. 12

Q 6 The Japanese organizations are known for the excellence in the Quality of their products, be it, engineering, electronics, automobiles, office automation, safety gadgets or water purifier systems. “It is said that Total Quality Management coupled with QUALITY CIRCLES 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.](#)
UTILITY Chemicals and fertilisers is a large manufacturing firm located in the Industrial belt of Rajasthan located at Matsya Industrial belt of District Alwar. It is involved with both research and the production of various products sold to wholesale customers as well as over the counter pharmaceutical items. Recently Mr. Joseph Kurrien was appointed as the new director of company’s research and development function. He took over at a time when this part of the organization seemed to be in some turmoil, with conflicts being rampant amongst middle management staff on multiple issues right from performance management system to reward management

The previous director had resigned suddenly, leaving an administrative vacuum. In addition, executives of some of the other departments had been complaining that the R & D people were not pulling their weight to meet organizational objectives. Several had wondered out loud where the new products were that the company needed in order to remain competitive. Why not those were high – priced professionals working harder to achieve new breakthroughs?

The firm’s CEO seemed to be on the side of the other

departmental heads in believing that major changes in the R & D function were needed and quickly. He frequently stated, "This is a fast moving industry and those firms that do not remain novel, will simply be left behind. " At any rate, he instructed Mr. Joseph, to get things moving as rapidly as possible.

Mr Joseph`s appointment was approved by the Board of Directors over the expressed opposition of several of the senior research people. They did not feel that his background or previous experience made him sufficiently qualified to take over the complex task of supervision a diverse group of research scientists. There were twenty highly trained professionals in this group, fifteen of whom possessed Ph.D in Physics, Chemistry or Microbiology. The other five had Master`s Degree, but had worked in R & D in for over fifteen years. There was relatively little agreement within this large group about the major problems facing the group or how they could be solved. In fact several of the scientists believed that everything was fine the way it was. They rather blamed the marketing Department for their failure to tap the potential of the market.

Even though Mr. Joseph had no direct experience with R & D, he did have a track record as a senior manager in other areas and he had Master`s degree in both, finance and chemical engineering. He didn`t believe that he would have problems relating to the R & D group. In fact he felt quite confident that he could turn things around in relatively short period.

Upon assuming his new duties, Mr. Joseph moved quickly to bring changes in the R & D department. He began by conducting interviews with several of the senior scientists in order to learn about the operations and how the employees perceived the situation. He followed up with several open meetings attended by most of the department members. Enthusiasm demonstrated by him was misconstrued by R&D personnel as interfering in their expertise domain , as this was evident in their silence on all new proposals placed for changes in the working through innovation and empowerment ,For the first few months, everything was smooth. The department members appeared satisfied with Mr. Joseph and morale actually improved because initially the new director accepted whatever the R&D proposed. However, it soon became apparent that things were not as rosy as they seemed at first. Several of the senior researchers began to complain that changes were taking place and that they were never consulted. By the end of the first year, top management had begun to realize that all was not well. Morale in the R & D department was very bad. There seemed to be a movement afoot to request Mr. Joseph`s resignation. Two of the more promising younger scientists submitted their resignations citing intolerant working

conditions and a number of others were threatening to do the same. To make matters worse, the firm was not successful in recruiting the replacements it needed. Whether or not this was due to Mr. Joseph was not really clear.

When asked, the senior researchers complained that the new director was an autocrat. He did not carefully think through problems and appeared not to systematically analyse situations. Also, he was impatient. He wanted everything to happen immediately. For example, for sometime, top management had been considering the use of robots in several departments. Without consulting anyone in R & D Mr. Joseph volunteered his department as a test site. One morning, a memo arrived announcing the change. Nobody in the department was even aware of the possibility of such a change. Wave of shock to dejection was visible in the department as well it percolated in other department as reported by HR Manager.

At the moment, top management is faced with a serious dilemma. Mr. Joseph had a record of competent management and he was hired with a mandate to get things moving. However, rather than improving, this situation seems to have gone worse. Should they fire Ram Moorthi, move him to another department, or just assume that everyone is experiencing growing pains and things will work out if given time? You are hired by the management at this critical juncture as OD consultant. No doubt a daunting challenge to face but be clear your competence, capability and ability to cope with the worst to dig out the best is what the management expects. Keeping in view of the delicacy of the scenario, what strategy for managing this turbulent situation in facilitating change process in the organization you would contemplate to start.

Questions:

- a) Evaluate Mr. Joseph`s approach to organizational Change.
- b) How would you succeed, if you were given the task of revamping the R & D department? Elaborate the approach you would follow for implementing the change.

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