

Code: **BA4T7H**

II MBA - II Semester - Regular Examinations - MAY 2016

MANAGEMENT OF CHANGE AND DEVELOPMENT

Duration: 3 hours

Max. Marks: 70 M

SECTION-A

1. Write short notes on any FIVE of the following: 5 x 2 = 10 M

- a) Define Change.
- b) Misrepresentation.
- c) Change transformation.
- d) Downsizing.
- e) Diagnosis a tool for OD
- f) Empowered teams.
- g) Team building.
- h) OD interventions.

SECTION – B

Answer the following:

5 x 10 = 50 M

2. a) Change ensures growth of an Organization, Elucidate.

(OR)

b) What are the various change programmes of an organization can implement?

3. a) Illustrate and explain the Basic flow diagram technique.

(OR)

b) What are the strategies employed to build learning organizations?

4. a) Explain the nature and scope of OD.

(OR)

b) What are the different strategies of change?

5. a) How did the labor management relations change in the post liberalized era?

(OR)

b) Explain the legal framework of Collective Bargaining.

6. a) Discuss in detail the team building life cycle.

(OR)

b) Manager is a link in team building. Justify.

SECTION – C

7. Case Study

1 x 10 = 10 M

The Backdrop:

A ductile iron pipe factory operates in Kharagpur, West Bengal, India. It is a joint venture between the famous Tatas and Kobutu Pipes of Japan. This factory is run by Japanese managers and supervisors and even some Japanese operators. They provided the

technology, set up the plant, run the operations on a day to day basis and guide the Indian workers, supervisors and managers too.

The problem:

Ever since the Japanese installed their plant, 3-5 years ago, productivity never went beyond 50% of the rated capacity and quality rejections hovered around 10%, which they wanted to bring down below 5% level.

The approach taken by the Japanese managers:

They took their usual approach to analyze problems one by one. For that they employed all of their famous quality tools plus a mix of TPM and TQM approach. Huge amount of data were collected, to which one executive jokingly commented that data collection has generated so much paper that it could possibly cover the whole of Kharagpur.

They tried their methods for the last 3-5 years without any success. Neither productivity nor quality improved by even 1%.

That is when the Chairman of the company invited an OD practitioner to show him some ‘magic.’

Case Questions:

1. What are the problems identified in the company?
2. What can the OD practitioner do to fix this problem?