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School of Business

Master of Business Administration MBA Dual Specialization
Semester End Examination - May 2024

Duration : 180 Minutes
Max Marks : 100

Sem IV - MBHR6006 - Organizational Change and Development

General Instructions

Answer to the specific question asked

Draw neat, labelled diagrams wherever necessary

Approved data hand books are allowed subject to verification by the Invigilator

- 1) "Organizational analysis is crucial for informed decisions, fostering sustainable organizational change". Why? Choose the different areas of measurement for organizational analysis. K3 (6)

- 2) BrightEvents, known for its success in event planning, faced several challenges during the pandemic-driven shift to virtual events. Increased client demand for digital events coincided with the loss of key staff, creating a knowledge gap. Supply chain issues led to equipment delays and a lack of technical resources crucial for smooth virtual events. Additionally, changing client preferences and market trends required swift adaptation and innovation in the company's services. CEO decides to implement organizational diagnosis for organizational analysis. As an external consultant, examine the different forms of organizational diagnosis you will implement to conduct organizational analysis. Give reasons for your choice K4 (8)

- 3) A retail chain is experiencing high turnover rates among frontline staff. The management decides to employ observational methods, such as shadowing employees during their daily tasks, to understand the root causes of dissatisfaction and inefficiency within the organization. K4 (8)
Questions:
Analyse the advantages and limitations of using observational methods, such as shadowing, for diagnosing organizational issues within the retail chain.
Compare and contrast observational methods with other data collection techniques in terms of their ability to uncover underlying organizational dynamics and behaviours.

- 4) Examine the role of external consultant in OD processes. K4 (4)

5) Your organization is planning to change the business focus from manufacturing to trading in shoes. Over the years, it has identified that manufacturing is not cost-effective. It is better to leverage the brand value and source the shoes from low-cost vendors, and sell them through various outlets spread across the country. As a change agent, choose the actions you would strategize to execute the mentioned shift in the organization's focus.

K3 (9)

6) The human resource development (HRD) manager of a pharmaceutical firm was expected to function as an internal OD consultant for setting up a performance appraisal system. He planned to involve a few line managers in key positions in the development of the system, because he believed that with their participation and contributions, the system would be designed in a manner that would respond to the actual needs. The managers liked the idea and expressed their willingness to associate with the project. But the CEO rejected this proposal, not wanting to spare his key managers for the task. He said that it was the HRD manager's job to design the system and complete the assignment on his own. At this stage, the line managers also distanced themselves from the project. The HRD manager felt frustrated at the turn of events because he saw the line managers' involvement as necessary for enriching the design and implementation of the system.

K5 (10)

1. Evaluate the role of organizational culture and leadership decisions as triggers for organizational development (OD) interventions.

2. Analyze the CEO's decision-making style and its impact on leadership development and organizational change efforts.

7) Read the case carefully and answer the questions given below:

K5 (10)

Ramsey Soft Ltd, a software services company primarily providing data management services to corporate clients located in London, Australia and New Zealand, has plans for expanding its business by moving into different markets located in East European Countries. The primary goal is to tap the software services potential in countries such as Bulgaria, Yugoslavia. Mr. Krunal Kapoor, the Senior Vice president, Strategic Development is assigned the task of designing and developing offshore organization structure for these countries. Mr. Kapoor hired the services of Camel Consulting services for implementing the necessary organizational development strategies for the off shore organization setup. Mr. Kapoor has been of the opinion that some existing employees need to be deputed to start the organizational processes initially and later on these employees would recruit local talent so that the organization can take advantage of the cultural merger of the local talent while transacting with the clients in these countries. The Camel Consulting services is required to develop a suitable OD intervention plan so that the organizational transition can be smooth.

Questions:

1. Determine the appropriate OD strategies to be implemented by Camel Consulting services to support the offshore organization setup at Ramsey Soft Ltd, considering the nature of the company's business and its expansion goals? (5 Marks)
2. Assess the potential challenges and risks associated with implementing OD interventions in a cross-cultural context, particularly when transitioning existing employees to new offshore locations and integrating local talent into the organization? ((5 Marks)

8) Read the case study and answer the following questions:

K5 (15)

Changes at WPAC

WPAC-a television station based in Yuma, Arizona- had been experiencing a ratings decline for several years. In 2009, the station switched from a CBS to NBC affiliate. That has explained some of the ratings decline. However, in recent months, the ratings have continued to slide. Eventually, the station manager, Lucien Stone, decided he had to make a change to the local newscast.

After meeting with the programming manager, Stone called a meeting of WPAC employees and announced his intention to "spice things up" during the 5 P.M. and 10 P.M. local news. The 30-minute broadcasts would still include the traditional "top stories," "sports," and "weather" segments. However, on slow news days, more attention getting material would be used. Stone also indicated some programming decisions would probably be revisited. The days of Little House on the Prairie are over," he said.

Madison Devereaux, 29, had been the chief meteorologist for WPAC since 2010. After receiving her degree in meteorology from the University of Oklahoma in 2007, she joined WPAC and quickly worked her way up the ranks, impressing viewers and WPAC management alike with her extension knowledge and articulate, professional, mistake-free delivery.

Though she was Christian, Devereaux never was one to go around thumping Bibles in the newsroom, as she put it. Most of those at WPAC weren't even aware of Madison's religious views.

Devereaux was troubled by the announced changes to WPAC's programming but didn't speak up at the time. One Monday during a pre-production meeting, she learned that on Thursday of that week, WPAC reporter Sam Berkshaw would present a segment called "Dancing Around the Economy," which would focus on how local strip clubs were doing well despite the sluggish economy.

Devereaux didn't think it was appropriate to air the segment during the 5 p.m. newscast and asked both her producer and Stone to reconsider the piece, or at least air it in the 10 P.M. time slot. When they refused, she asked whether she could take the day off when the segment aired. Stone again refused. This was "sweeps week" (when ratings are calculated). Stone wanted to air the story now, and Devereaux's contract prohibited her from taking time off during sweeps week. When Devereaux didn't show up for work that Thursday, WPAC fired her, arguing she had breached her contract

For her part, Devereaux said, "I'm not angry with the station, but I am sorry about the changes that have taken place."

Questions

1. Assess the conduct of WPAC towards Devereaux. In your opinion, did either party engage in unethical behavior in this instance? (7 Marks)

2. Drawing on Kurt Lewin model plan for implementing change, how might WPAC have handled its planned change differently? (8 Marks)

9) Read the case carefully and answer the following question:

K6 (18)

In the ever-evolving landscape of globalization, organizations face formidable challenges in managing organizational change, particularly concerning human resource management (HRM).

ICICI, originally established to foster industrial development in India, underwent a profound transformation under K.V. Kamath's leadership in 1996. Transitioning from a developmental finance model to a market-driven financial conglomerate, ICICI embarked on significant organizational restructuring and cultural realignment to enhance its competitiveness in the global arena.

Kamath's visionary leadership played a pivotal role in driving organizational change at ICICI. His proactive approach to change management laid the groundwork for transforming ICICI into a dynamic and resilient financial institution capable of competing globally. However, this transformation encountered resistance from within the organization, particularly among employees accustomed to traditional roles and practices.

The shift towards market-driven financial services triggered apprehension and discontent among employees, who grappled with adapting to new roles and processes. Resistance to change manifested in skepticism towards new initiatives and dissatisfaction with organizational restructuring. Mergers and acquisitions, such as the merger with ICICI Bank and Bank of Madura, presented challenges in cultural integration, as differences in organizational culture and management practices hindered efforts to foster a cohesive workforce.

To address these challenges, ICICI implemented comprehensive talent management initiatives, including talent acquisition, training, and development programs aimed at equipping employees with the skills needed to thrive in a rapidly evolving business environment. Effective communication channels and employee engagement initiatives played a crucial role in managing change-related anxieties and fostering a culture of innovation and adaptability.

Despite initial challenges, ICICI emerged as a market leader, leveraging its organizational agility and strategic foresight to capitalize on opportunities in the global financial landscape. The case of ICICI underscores the importance of proactive leadership, effective communication, and robust HRM practices in managing organizational change and navigating the complexities of globalization.

Questions:

1. Develop an employee engagement framework that adopts a culture of innovation and adaptability at ICICI amidst organizational restructuring and globalization. (6 Marks)
2. Imagine you are leading a multinational organization undergoing a

similar transformation to ICICI. How would you develop a comprehensive change management strategy that integrates HRM initiatives with broader organizational goals to navigate the complexities of globalization effectively? (6 Marks)

3. Consider the role of leadership in driving organizational change, drawing from K.V. Kamath's leadership style at ICICI. How would you synthesize principles of visionary leadership, strategic foresight, and proactive engagement to inspire and motivate employees during times of organizational transition in a globalized context? (6 Marks)

10) The medium-sized manufacturing company faces a myriad of challenges that have eroded its competitive advantage in the market. Market saturation and heightened competition, coupled with outdated processes and technologies, have made it difficult for the company to differentiate itself and respond swiftly to industry changes. A lack of innovation, coupled with organizational inefficiencies stemming from an outdated structure, further compounds the company's struggles. Quality control issues and difficulties in talent acquisition and retention have contributed to customer dissatisfaction and hindered the company's ability to attract and retain skilled personnel. Additionally, global economic factors, evolving customer preferences, and stringent regulatory compliance add external pressures. Recognizing these challenges, the company has decided to adopt the Excellence Model proposed by Peters and Waterman, signaling a strategic commitment to organizational improvement and a proactive approach to regain and sustain its competitive edge.

K6 (12)

Questions

1. As a change consultant, propose strategies adopting Peter and Waterman excellence model to improve organizational effectiveness. (7 Marks)

2. Discuss the rationale behind the company's decision to adopt the Excellence Model. (5 Marks)