

VPM's
DR VN BRIMS, Thane
Programme: MMS 2016-18 (HR)
Fourth Semester Examination April 2018

| | | | |
|-----------------------------------|---|-----------------|-------------------|
| Subject | Change Management & Organization Development | | |
| Roll No. | | Marks | 60 Marks |
| Total No. of Questions | 7 | Duration | 3 Hours |
| Total No. of printed pages | 3 | Date | 20/04/2018 |

Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.
Q1) Case Study **20 Marks (Compulsory)**

Best Food Products Company

Mr. Srinivasa Raghavan, the Chairman of the Best Food Products Company, was tired of being the only one in the company actually responsible for profits. While he had good vice presidents in charge of finance, sales, advertising, manufacturing, purchasing, and product research, he realized he could not hold any of them responsible for company profits, as much as he would like to. He often found it difficult even to hold them responsible for the contribution of their various areas to company profits. The sales vice president, for example, had rather reasonably complained that he could not be fully responsible for sales when the advertising was ineffective, when the products wanted by customers were not readily available from manufacturing, or when he did not have the new products he needed to meet competition. Likewise, the manufacturing vice president had some justification when he made the point that he could not hold costs down and still be able to produce short runs so as to fill orders on short notice; moreover, financial controls would not allow the company to carry a large inventory of everything.

Mr. Raghavan had considered breaking the company down into six or seven segments by setting up product divisions with a manager over each with profit responsibility. But he found that this would not be feasible or economical since many of the company's branded food products were produced on the same factory equipment and used the same raw materials, and a sales person calling on a store or supermarket could far more economically handle a number of related products than one or a few.

Consequently, Mr. Raghavan came to the conclusion that the best thing to do was to set up six product managers reporting to a product marketing manager. Each product manager would be given responsibility for one or a few products and would oversee, for each product, all aspects of product research, manufacturing, advertising and sales thereby becoming the person responsible for the performance and profits relating to the products.

Mr. Raghavan realized that he could not give these product managers actual line authority over the various operating departments of the company since that would cause each vice president and his department to report to six product managers and the product Marketing Manager, as well as the president. He was concerned with this problem, but knew that some of the most successful larger companies in the world had used the product manager system. Moreover one of his friends on a university faculty told him that he must expect a certain amount of confusion in any organization and that this might not be bad since it forced people to work together as teams.

Mr. Raghavan resolves to put in the product manager system in his organization as outlined and hoped for the best. But he wondered how would he avoid the problem of confusion in reporting relationships.

Questions:

- 1) Analyze the above case and suggest a suitable title for the same.
- 2) What do you think about Mr. Raghavan's programme? Would you have done it differently?
- 3) What would you do to ensure that there is no confusion in this organization?
- 4) Does span of control play an important role here? Comment.

Attempt Any FOUR from the Remaining SIX Questions

Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) 'Any Change has its enemies- both internal and external in the organization'. Comment.
- b) How does change takes place in an organization at a team level?
- c) Why is Organization-wide Change difficult to accomplish?

Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Define OD & explain the Positive Model of OD.
- b) What are major Forces in the process of Change?
- c) Should structure always follow strategy, why?

Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) There is a problem of high attrition rate in the organization (IT industry). Despite taking various measures the attrition rate is not coming down. You have been hired as a consultant to look into the matter. What measures would you recommend to this problem?
- b) Design a diagnostic model of change at an organizational level.
- c) If you are the HR manager and your company has brought some structural changes in the organization which are resisted by your employees, what would you do to overcome this resistance?

Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

Identify which strategy for overcoming resistance can be used in the following cases and explain the strategy:

- a) Bob is nearing retirement and does not see the point of what he calls 'change for change sake'. In the past he has been most vocal about change and has been obstructive when you have attempted to implement any sort of change. He is the voice of the group and staff members afford him much respect. They let him take the lead and often follow his decisions. The current change will mean he has to travel to a site 18 miles away from home on a daily basis
- b) Angela lacks confidence in her own ability and whilst she is very good at her job she spends too much time checking & checking again to make sure that she has done things correctly. She is nervous about the change you are proposing as it means that her work will be monitored more closely and you will see that she takes almost double the amount of time to do a job as other members of the team.
- c) Peter is enthusiastic about change as long as the effect on him is positive. If there is any hint of a negative effect on him (even in short term) he behaves in a very different way. He openly agrees with the change but thinks privately (and shares his thoughts with colleagues) that the change will never work and he's looking forward to seeing it

all fail. The current change means that Peter has to work for a supervisor who he does not see eye to eye with.

Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Identify the problems that the OD consultant might face during the process of OD.
- b) Differentiate between Incremental & Disruptive Innovation.
- c) How would you bring change through product innovation? Explain the same with an example.

Q7) Write short notes on Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Viable systems Model
- b) Role of ethics in change management
- c) Planned Change