

**VPM's  
DR VN BRIMS, Thane  
Programme: MMS (2020-22)  
Fourth Semester Examination May 2022**

<b>Course Name</b>	<b>Change Management &amp; OD</b>	<b>Course Code</b>	MMS-H405
<b>Roll No.</b>		<b>Marks</b>	60
<b>Total No. of Questions</b>	<b>35</b>	<b>Duration</b>	3 Hours
<b>Total No. of printed pages</b>	<b>6</b>	<b>Date</b>	18/05/2022

**Course Outcome Statements:**

- CO1.** Remember the concepts of Organizational Change, OD, and components of Structure and Organizational Culture.  
**CO2.** Understand various dimensions of change and develop their interconnections with businesses to create powerful teams  
**CO3.** Apply the appropriate change management & OD techniques resulting in the development of the organization.  
**CO4.** Analyze organizations holistically using various approaches to OD and Change.  
**CO5.** Evaluate the application of OD Interventions techniques for successful change.

**Instructions: -**

**Section I**

**Q1 (All Questions are Compulsory) From Q2 To Q5 Attempt Any three questions**

**Section II**

**All 30 Multiple Choice Questions are compulsory**

**SECTION I**

Q. No.	Questions	Marks	BL	CO
Q1	<b>Case/Case-let Study (500-800 words)</b>			
	<p>Vedanta Resources is a large metals and mining group with annual sales of \$ 1.9 billion. It has a major market share in India and substantial operations in Zambia and Australia with proven transactional, operating, and turnaround skills, Vendanta is seeking growth and opportunities in India and elsewhere to gain a competitive advantage. It has defined its goal as follows: "To generate strong financial returns and create a world-class metals and mining group". The strategy evolved to realize the goal including an initiative to debottleneck plants and improve efficiency. expand output, and reduce costs.</p> <p><b>Problems</b>  The acquisition of a major share in Konkola Copper Mines, Zambia, employing more than 10.000 workers, posed the problem of differences in culture and required interventions for integration. The transition process, post-acquisition, found resistance to change. It was largely due to a lack of professional practices and suspicion. To add fuel to the fire, internal politics played a negative role. In this context, to facilitate change, and align operations to the strategy OD Alternatives Consultancy was brought in.</p> <p><b>Diagnosis</b>  This intervention focused on 1500 employees, who were administered by three consultants. The design took 20 days and implementation was spread over 90 days. The diagnosis was done with the help of climate surveys and deep structured</p>			

	<p>interviews. They helped the identification of the existing culture of the organization and the attitudes of employees toward change.</p> <p><b>Interventions</b></p> <p>To create change readiness and ownership for change different groups were chosen and interventions were administered.</p> <ol style="list-style-type: none"> <li>1. Project team drive: A project team was set up to drive the transformation. A two-day intervention focusing on issues like creating escape velocity, resolving people – issues, and building team spirit was carried out.</li> <li>2. Change leaders’ workshop: A group of professionals to prepare employees to change by communicating the message of change and clarifying doubts was set up. Two days of workshops were conducted for about 200 middle managers from three business units.</li> <li>3. Train the trainer workshops: About 40 people including employees and some of the union representatives were chosen to be internal training resources. They were made capable of organizing a one-day inspirational session for the workers using the Appreciative Inquiry model.</li> <li>4. Workshops for workers: A large number of workers were involved in an Appreciative Inquiry process in one-day workshops.</li> </ol> <p><b>Alignment and Leadership</b></p> <p>The restructuring resulted in the formation of several SOU (Strategic Operating Units). To align the new teams to the new business model two-day workshops for around 200 middle management professionals were held. The two-day leadership workshop with upper-middle management engaged participants in a visioning exercise and five leadership competencies listed as follows:</p> <ol style="list-style-type: none"> <li>1. Lead by example</li> <li>2. Inspire a shared vision</li> <li>3. Break out of your comfort zone</li> <li>4. Empowering others</li> <li>5. Encourage the heart</li> </ol> <p>Participants were assessed with a 360-assessment tool, before and after workshops.</p> <p><b>Cultural Differences</b></p> <p>It was found that there were differences of opinion and conflicts between Indian and African executives. A one-day intervention on culture sensitivity and conflict resolution was designed the facilitation helped the teams identify differences and develop common working norms for cooperation.</p> <p><b>Functional Conflicts</b></p> <p>The organization decided to streamline the commercial/purchase process, by creating a separate department. Earlier the purchase decisions were taken by the operations department. The decision led to huge conflict between the operations and commercial departments. A series of facilitated sessions were conducted for the two departments.</p>			
	<b>a.</b> Identify the interventions implemented to resolve the different issues	<b>2</b>	<b>Level 3</b>	<b>CO3</b>
	<b>b.</b> Analyze the challenges and issues faced by an OD Consultant	<b>5</b>	<b>Level 4</b>	<b>CO4</b>
	<b>c.</b> If you were a consultant, would you adopt a different approach and different interventions? Justify	<b>2</b>	<b>Level 5</b>	<b>CO5</b>
<b>Attempt any THREE questions out of four questions below:</b>				
<b>Q2</b>	<b>a.</b> Analyze the role of consultant in the process of change management	<b>3</b>	<b>Level 4</b>	<b>CO4</b>

	<b>b.</b>	Is structure determined by Strategy? Yes or No, Justify	<b>4</b>	<b>Level 5</b>	<b>CO5</b>
<b>Q3</b>	<b>a.</b>	Jennifer is a quiet member of staff who likes to have all the details before deciding on whether to give her support to a decision. She is very satisfied with the way she works currently and is reluctant to change when you suggest implementing a new system to deal with enquirers which form a major part of her work allocation. Analyze which resistance to change strategy would you choose in this case.	<b>3</b>	<b>Level 4</b>	<b>CO4</b>
	<b>b.</b>	Evaluate the diagnostic model you would choose for diagnosing an educational institution	<b>4</b>	<b>Level 5</b>	<b>CO5</b>
<b>Q4</b>	<b>a.</b>	There is a problem with employee retention in the organization (BPO). Despite taking various measures the retention rate is low. You have been hired as a consultant to look into the matter. Analyze the situation and suggest what measures will you take in this situation?	<b>3</b>	<b>Level 4</b>	<b>CO4</b>
	<b>b.</b>	<i>“Face the complexity involved in making ethical choices”</i> . Do organizations really face complexity while making ethical choices? Assess the ethical practices one should take care of in the process of OD.	<b>4</b>	<b>Level 5</b>	<b>CO5</b>
<b>Q5</b>	<b>a.</b>	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. Analyze which resistance to change strategy would you choose in this case.	<b>3</b>	<b>Level 4</b>	<b>CO4</b>
	<b>b.</b>	Compare a diagnostic model of change at an organizational level and group level with examples.	<b>4</b>	<b>Level 5</b>	<b>CO5</b>

All Questions are compulsory

Q. No.	Question Statement	Option 1	Option 2	Option 3	Option 4	Marks	BL	CO
MCQ 1	Which of these are 2 types of change?	Step & Incremental	Plan & Unplan	Step & Plan	Incremental & Plan	1	Level 1	CO1
MCQ 2	Which of the following is not a building block for organization structure?	Formalization	Centralization	Departmentalization	Commercialization	1	Level 1	CO1
MCQ 3	Which of these models talk about inspiring people and building teams?	3 step model	Action Research	8 step model	General Model	1	Level 1	CO1
MCQ 4	What is Action Research	Collecting data for Organizations' people's problems	Collecting data for taking actions	Systematic collection of data and giving feedback to the organization	Collection of data for the organization's future	1	Level 1	CO1
MCQ 5	Grid organizational development is a .....phases program	Four	Five	Six	Seven	1	Level 1	CO1
MCQ 6	OD process is cyclical and ends when	Plan is implemented	The desired result is obtained	Data is gathered	Problem is identified	1	Level 1	CO1
MCQ 7	Who developed the concept of process consultation	Blake & Mount	Edgar Schein	Burke	Richard Beckhard	1	Level 1	CO1
MCQ 8	What are the 2 types of action research?	Planned & Practical Action Research	Participatory & Practical Action Research	Participatory & Planned Action Research	Practical & Progress Action Research	1	Level 1	CO1
MCQ	If the following is not the recent trend in OD					1	Level 1	CO1

9		Technology Impact	Customer Retention	Decision Making	Innovation			
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Q. No.	Question Statement	Option 1	Option 2	Option 3	Option 4	Marks	BL	CO
MCQ 10	As per the General Model of Planned Change, complete the steps,	Contracting, Diagnosing, Planning, and Evaluating Change	Entering, Planning, Diagnosing, and Evaluating Change	Contracting, Evaluating, Diagnosing, and Implementing Change	Planning, Contracting, Diagnosing, and Evaluating Change	1	Level 2	CO2
MCQ 11	Which of the following structures are emerging structures?	Divisional	Network	Matrix	Functional	1	Level 2	CO2
MCQ 12	Which model talks about aligning culture to change	Maturity Model	Transition Model	3 step Model	8 step model	1	Level 2	CO2
MCQ 13	The process of OD begins with	Problem Diagnosis	Creating Urgency	Strategic Planning	Appointing an OD Consultant	1	Level 2	CO2
MCQ 14	Which of these is not a type of OD Intervention	Team Intervention	Stream Analysis	Survey Feedback	Cultural Intervention	1	Level 2	CO2
MCQ 15	Process consultants work on which of the following principles	Go with the flow	Time is crucial	Be critical of the client	Time is important and also going with the flow	1	Level 2	CO2
MCQ 16	Which of these is not a type of OD Value	Humanistic	Optimistic	Democratic	Positive	1	Level 2	CO2
MCQ 17	What is the new paradigm shift in knowledge management	Networking technology	High Maintenance	Static system	Explicit knowledge	1	Level 2	CO2
MCQ	The diagnosis process ends with	Monitoring results	Analyzing			1	Level 2	CO2

18			results	Evaluation	Feedback			
MCQ 19	The structure has an indirect influence on	Strategy	Size	Leadership	Technology	1	Level 3	CO3
MCQ 20	When the change is forcefully imposed on the employee, organizations are using which tactic	Negotiation	Coercion	Manipulation	Communication	1	Level 3	CO3
MCQ 21	Stream analysis focuses on establishing	Effectiveness of diagnosis	Interconnections in the problems	Identify the problems	Identify the solution	1	Level 3	CO3

Q. No.	Question Statement	Option 1	Option 2	Option 3	Option 4	Marks	BL	CO
MCQ 22	In which model is the entire process of OD outsourced to a consultant	Doctor-Patient Model	Agent Client Model	Expert Model	Action Research Model	1	Level 3	CO3
MCQ 23	During the process of reengineering, the organization promises job security but later lays off many employees, this is an example of	Manipulation	Goal conflict	Coercion	Misrepresentation	1	Level 3	CO3
MCQ 24	During diagnosis, initially, the problem is tentatively identified and then confirmed with	Collection of data	Analyzing Data	Evaluating Data	Implementing the data	1	Level 3	CO3
MCQ 25	With globalization becoming a trend, ..... Is not concentrated on one person	Authority	Power	Growth	Responsibility	1	Level 3	CO3
MCQ 26	OD is now supporting	Interventions	Innovations	Change	Increments	1	Level 3	CO3
MCQ 27	Showing more profits on the Balance sheet than actual is an example of	Misrepresentation	Manipulation	Differentiation	Co-option	1	Level 3	CO3
MCQ 28	What level of interventions are required today	Customer	Functional	Organization	Society	1	Level 3	CO3
MCQ 29	Why does change fail	Lack of Planning	Poor communication	No Money	Inappropriate Planning and Communication	1	Level 3	CO3

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MCQ 30	When change is based on existing norms and values and developing new commitments it is	Normative Strategy	Rational Strategy	Power Strategy	Adaptive Strategy	1	Level 3	CO3