

VPM's
DR VN BRIMS, Thane
Programme: MMS (2022-24)
Fourth Semester Regular Examination May 2024

Course Name:	OD & Change Management	Course Code	H 405
Roll No.		Marks	60
Total No. of Questions	6	Duration	3 Hours
Total No. of printed pages	3	Date	30/05/2024

Course Outcome Statements:

CO1: Recall important concepts of Organizational Change and Organization Development.

CO2: Understand the need for Organization Change and Development.

CO3: Identify and use the appropriate models required for bringing in organizational change.

CO4: Analyse factors responsible for bringing in change in the organization.

CO5: Recommend a suitable OD Intervention approach for bringing in desired change.

Instructions: -

Q. No 1 (All Questions are Compulsory)

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Q. No.	Questions			
Q. 1	<p style="text-align: center;">Case/Case-let Study Leading Change @ P&G</p> <p>Procter & Gamble, one of the largest consumer product companies in the world and a major manufacturer of home-cleaning products, is itself cleaning the house. The house cleaning began in the late 1990's when Durk Jager was CEO and has continued into the 2000's with the current CEO, A.G. Lafley. Jager said of his reorganization, "These are the most far-reaching changes in the history of P&G. The result will be bigger innovation, faster speed to market, and greater growth."</p> <p>The restructuring streamlined manufacturing and created seven product-centred divisions that cut across international boundaries. Accounting and other functions were centralized. Manufacturing operations were standardized throughout the world. For example, P&G switched from 12 different kinds of diaper-making equipment to one. P&G is looking for technological advances in its products and improvements in its manufacturing to foster new growth. "I know many are sceptical," Jager said. But he added that he was confident the company would deliver on its promises. In the process of making changes, the combative Jager succeeded in alienating employees. After only 17 months as CEO, the board replaced him.</p> <p>The current CEO, Lafley, has approached change differently. His strategy is to build on P&G's strong brands like Tide & Pampers, and at the same time bring new products to the market. Lafley has changed the tradition of developing new products from within; P&G now also acquires new technology outside the company.</p> <p>Corporate headquarters is undergoing changes. Gone are the offices of the division presidents. They have moved to be closer with their teams. The executives who remain share open offices.</p>			

	<p>Lafley says, "...they are open so we can talk to each other, and we will constantly collaborate and work on things." In addition, the changes were made without alienating employees.</p> <p>Lafley seems to be on track in changing P&G. But how is that he was able to succeed while Jager got the boot? It comes down to style. Jager was gruff and Lafley is soothing. Jager bullied and Lafley persuades. Jager talked more than he listened and Lafley listens more than he talks. Lafley says, "I am not a screamer, nor do I yell, but don't get confused by my style I am very decisive."</p> <p>In an interview Lafley was asked to explain his philosophy on change. He responded "The first thing is that change is accelerating. It is pervasive, affecting all parts of our consumer's lives, our industry lives, our business lives. Its highly unpredictable and volatile. In that context, you only have 3 choices: you can hide from change and hope it goes away. That's a losing game. You can try to resist change, and I believe that's a losing game too. So, the real choice is to lead the change, especially where leading that change turns into some type of competitive advantage. I am quite a believer that leaders are change leaders. And I have made a lot of very symbolic and very physical changes so people understand that we are in the business of leading change."</p>			
	a. Analyse the leadership style of Jaguar and Lafley and its impact on change in organization.	6	Level 4	CO4
	b. Do you agree with Lafley's strategy of implementing change in the organization. Justify .	6	Level 5	CO5
Q. 2	Answer Any one from the following.			
	a. Evaluate the decision of IBM to re-invent itself by changing its business focus from desktop to IT enabled services.	6	Level 5	CO5
	b. Wal-mart, one of the largest retail chains in the world, promoted Metro 7, clothing line of business during Christmas. Wal-mart is traditionally identified as grocer's shop for masses. Their apparel store proved to be a failure. Experts say this is due to Wal-marts typical identity problem in the market. Considering this scenario, give Recommend an intervention/approach that Walmart should use to overcome this problem.	6	Level 5	CO5
Q. 3	Answer Any one from the following.			
	a. Assume you are an OD specialist. You have been given the task of transforming an organization that is going through major restructuring of its business process, technology and employee skill development. What would be your approach towards the same. (Share your plan of action)	6	Level 4	CO4
	b. ABC Insurance company is facing a problem of employee retention in the organization. The employees feel work pressure is too high and environment is not conducive. Despite taking various measures the retention rate is low. You have been hired as a consultant to look into the matter. Analyse the situation and suggest the measures will you take in this matter.	6	Level 4	CO4

Q. 4		Answer Any two from the following.			
	a.	Simon 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. Identify which resistance to change strategy would you choose in this case.	6	Level 3	CO3
	b.	In the era of globalisation, identify the important triggers of OD & Organization change. Which intervention/ model would be required to manage the same.	6	Level 3	CO3
	c.	Choose an example of your choice to explain Spontaneous, Emergentive and Technical creativity.	6	Level 3	CO3
Q. 5		Answer Any two from the following.			
	a.	Explain John Kotter's model of successful change.	6	Level 2	CO2
	b.	Explain the different types of culture and share which culture helps in transition of effective change management.	6	Level 2	CO2
	c.	Explain the difference between Planned change Vs Unplanned change with a relevant example.	6	Level 2	CO2
Q. 6		Answer Any two from the following.			
	a.	Why do employees resist to change? State reasons	6	Level 1	CO1
	b.	What is the role of structure on organization change and development? State by taking example of any 2 types of structures.	6	Level 1	CO1
	c.	Define OD and state its objectives in brief	6	Level 1	CO1