

**VPM's**  
**DR VN BRIMS, Thane**  
**Programme: PGDM (2014-16)**  
**Fourth Trimester (HR) Examination September 2015**

<b>Subject</b>	<b>Organization Development &amp; Change</b>		
<b>Roll No.</b>		<b>Marks</b>	<b>60 Marks</b>
<b>Total No. of Questions</b>	<b>7</b>	<b>Duration</b>	<b>3 Hours</b>
<b>Total No. of printed pages</b>		<b>Date</b>	<b>30-09-2015</b>

**Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.**

**Q1) Case Study.....20 Marks (Compulsory)**

**Leading Change @ P&G**

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."

The restructuring streamlined manufacturing and created seven product-centered 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 skeptical," 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.

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.

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. 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.

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."

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."

**Analyze the above case**

## Attempt Any FOUR from the Remaining SIX Questions

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

- a) "Structure should follow strategy" explain.
- b) Explain with diagram the Planned Change Model of Organization Development.
- c) How does change takes place in an organization at a group level?

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

- a) Define Organization Change and briefly explain the characteristics of Organization Change.
- b) Explain the role of Change Agent in the Continuous Change Process Model.
- c) What are major Forces in the change process?

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

- a) Design a diagnostic model of change at an organizational level.
- b) How does an Organization overcome Resistance to change, explain with examples?
- c) There is a problem of 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. What measures will you suggest in this matter?

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

- a) Identify which strategy for overcoming resistance can be used in the following case and explain the strategy:
  1. Jennifer is a quiet member of staff who likes to have all the details before making decision about 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.
- b) Identify which strategy for overcoming resistance can be used in the following case and explain the strategy:
  1. 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
- c) Explain the following strategies:
  1. Education & Commitment
  2. Implicit Coercion

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

- a) What are the different types of OD intervention techniques (Behavioral, Structural & Technological) at Team level?
- b) Write a short note on Stream analysis.
- c) What could be the pros n cons for hiring an external & internal OD consultant?

**Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) 'Every blade of grass has its angel that bends over it & whispers, "Grow, grow"' Do you think even organizations need to bend (in terms of ethics) to grow?
- b) Explain how process intervention can be used in an OD program.
- c) What are the different stages/ phases of group development?