

VPM's
DR VN BRIMS, Thane
Programme: MMS (2014-16)
Forth Semester Examination April 2016

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| Subject | Management of Change | | |
| Roll No. | | Marks | 60 Marks |
| Total No. of Questions | 7 | Duration | 3 Hours |
| Total No. of printed pages | | Date | 07.04.2016 |

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

The New England Arts Project had its headquarters above an Italian restaurant in Portsmouth, New Hampshire. The project had five full-time employees, and during busy times of the year, particularly the month before Christmas, it hired as many as six part-time workers to type, address envelopes, and send out mailings. Although each of the five full-timers had a title and a formal job description, an observer would have had trouble telling their positions apart. Suzanne Clammer, for instance, was the executive director, the head of the office, but she could be found typing or licking envelopes just as often as Martin Welk, who had been working for less than a year as office coordinator, the lowest position in the project's hierarchy.

Despite a constant sense of being a month behind, the office ran relatively smoothly. No outsider would have had a desire of finding a mailing list or a budget in the office, but project employees knew where almost everything was, and after a quiet fall they did not mind having their small space packed with workers in November. But a number of the federal funding agencies on which the project relied began to grumble about the cost of the part-time workers, the amount of time the project spent handling routine paperwork, and the chaotic condition of its financial records. The pressure to make a radical change was on. Finally Martin Welk said it: "Maybe we should get a computer."

To Welk, fresh out of college, where he had written his papers on a word processor, computers were just another tool to make a job easier. But his belief was not shared by the others in the office, the youngest of whom had fifteen years more seniority than he. A computer would eat the project's mailing list, they said, destroying any chance of raising funds for the year. It would send the wrong things to the wrong people, insulting them and convincing them that the project had become another faceless organization that did not care. They swapped horror stories about computers that had charged them thousands of dollars for purchases they had never made or had assigned the same airplane seat to five people.

"We'll lose all control," Suzanne Clammer complained. She saw some kind of office automation as inevitable, yet she kept thinking she would probably quit before it came about. She liked hand-addressing mailings to arts patrons whom she had met, and she felt sure that the recipients contributed more because they recognized her neat blue printing. She remembered the agonies of typing class in high school and believed she was too old to take on something new and bound to be much more confusing. Two other employees, with whom she had worked for a decade, called her after work to ask if the prospect of a computer in the office meant they should be looking for other jobs. "I have enough trouble with English grammar," one of them wailed. "I'll never be able to learn computer language." One morning Clammer called Martin Welk into her office, shut the door, and asked him if he could recommend any computer consultants. She had read an article that explained how a company could waste thousands of dollars by adopting integrated office automation in the

wrong way, and she figured the project would have to hire somebody for at least six months to get the new machines working and to teach the staff how to use them. Welk was pleased because Clammer evidently had accepted the idea of a computer in the office. But he also realized that as the resident authority on computers, he had a lot of work to do before they went shopping for machines.

Case Questions

1. Do you agree with the apprehensions raised by the employees regarding introduction of computers? Justify.
2. If you were in Martin's place, how would you do to overcome the resistance and implement the change?

Attempt Any FOUR from the Remaining SIX Questions

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

- a) Discuss the need for organizational change.
- b) What are the advantages of innovation for an organization?
- c) "Brainstorming fosters critical thinking" Do you agree with this statement? Justify.

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

- a) Explain the charismatic leadership theory with suitable examples.
- b) "HR plays a key role during mergers and acquisitions." Do you agree with this statement? Justify.
- c) You are the HR manager of the company. What efforts will you take to create an atmosphere conducive for building a culture of innovation?

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

- a) What are the components of creativity?
- b) What is meant by disruptive innovation?
- c) Discuss the individual level factors for resistance to change.

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

- a) "Change is an ongoing and continuous process." Do you agree with this statement? Justify.
- b) What are the advantages of 'Division of Labour' for an organization?
- c) Discuss in brief the chaos theory.

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

- a) Write a short note on : Organizational Development
- b) Discuss re-engineering as a revolutionary change.
- c) You are the HR manager of a company. Design a training program to develop 'Creative Thinking Skills' amongst your employees.

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

- a) Discuss the ways to reduce social loafing.
- b) Discuss the stages of team development.
- c) What are the attributes of a critical thinker?