

VPM's
DR VN BRIMS, Thane
Programme: MMS (2021-23)
Fourth Semester Regular Examination June 2023

Course Name:	OD and Change Management	Course Code	MMS-H405
Roll No.		Marks	60
Total No. of Questions	6	Duration	3 Hours
Total No. of printed pages	4	Date	03.06.2023

Course Outcome Statements:

CO1: Remember the concepts of Organizational Change, OD, 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 strategy resulting in development of the organization.

CO4: Analyse organizations holistically using various approaches to OD.

CO5: Evaluate the application of OD Interventions techniques for successful change.

Instructions: -

Q. No 1 (All Questions are Compulsory)

Marks **BL** **CO**

Q. No.	Questions	Marks	BL	CO
Q. 1	<p>Read the case-let below and answer:</p> <ul style="list-style-type: none"> • A new revolution that has gone on without much public attention, very keenly watched by industry experts across the globe, is taking place in the Indian media industry. The Indian Media & Entertainment Industry, which is also called the 'creative industry' is driving this present revolution. In fact, according to most studies and industry projections, the Indian Media and Entertainment industry as a whole is expected to cross Rs. 1,052 billion by 2013. Hence a new business opportunity, of developing 'mesmerizing Digital Media content' not just for Indian market but also for international market, has evolved. • Video Game industry, another important segment propelling the growth of media and entertainment industry as a whole, is projected to reach Rs. 300 million by the end of the decade. • Besides print and television media, this industry also comprises, of subsidiary industries like Animation, Graphic Design, and Video Gaming. Animation industry, which holds the key to this revolution, is expected to grow from the Rs. 13 billion at present to Rs 40 billion by 2013. Video Game industry, another important segment propelling the growth of media and entertainment industry as a whole, is projected to reach Rs. 300 million by the end of the decade. Graphic Design and Product Design industry is also witnessing an extraordinary growth. • The contribution of Animation and Gaming industries to this overall growth is evident from the fact that Global Entertainment majors like Walt Disney, Sony pictures, 			

		<p>IMAX, Warner Brothers have signed up huge contracts with Indian animation companies. Gaming Giant EA (Electronic Arts) and Microsoft have set up their own shops in the country for production and distribution of Computer Games. Chennai, Bengaluru, Hyderabad and Mumbai have emerged as major Animation production hubs not only for India, but also as a source of content for Global Animation Industry.</p> <ul style="list-style-type: none"> • WHAT IS DRIVING THIS REVOLUTION? • The very same factors that were behind the IT revolution in the 1980s and 1990s are propelling this digital revolution in India. • Cost advantage for International projects executed in India • Unlike the IT industry, where outsourcing is the predominant business model, global players are adopting other models like Foreign Direct Investments (FDI), Co-production and Strategic Alliances. • For the global animation industry, India offers significant cost advantages in terms of Real estate, Infrastructure and most importantly the trained and competent workforce. The making of a full length animated film, which might cost an estimated 100 million USD to 175 million USD in the United States, can be produced in India at only about 15 to 45 million USD which is actually a fraction of the cost. As a result international animation giants are looking to India. • In 80's India identified the growing opportunities in IT and established itself as a Super power by the 90's. Similarly, the opportunity in Animation, identified in the beginning of this century is all set to repeat the IT success by the end of this decade. <p>Companies like Rhythm & Hues, Electronic Arts (EA), Imageworks etc., operate as Indian companies. Thomson has formed a strategic alliance with Dreamworks and invested in Bangalore based Paaprikaas Animation Studios to produce world class animation in India. Warner Brothers and Prasad Corporation have formed a strategic alliance for Digital Intermediaries and Digital Restoration for Hollywood and Indian films. International investments are virtually pouring in.</p>			
	a.	Analyze the factors those contribute to the growth and development of creative industry in India.	6	Level 4	CO4
	b.	Determine a strategy for your business to promote creative outcomes by employees which would contribute to the National economy.	6	Level 5	CO5
Q. 2		Answer Any one from the following.			
	a.	Judge the influential factors those govern change and plan for a model to bring out a change in production process of a SME organization in FMCG sector.	6	Level 5	CO5
	b.	A telecom company wishes its customer service executives to provide 24*7 service in place of earlier 8*6 pattern. Evaluate the measures taken by management in terms of eradicating resistance to change to this new policy from employees.	6	Level 5	CO5

Q. 3		Answer Any one from the following.			
	a.	Categorize various organization structures based on core decision making process and authority.	6	Level 4	CO4
	b.	Devise an action plan for bringing about the change in attitude of employees transitioning from producer centric to customer centric focus for business.	6	Level 4	CO4
Q. 4		Answer Any two from the following.			
	a.	Process changes signify a major transition in existing position to desired position of organizational performance. Make use of any suitable example from industry to indicate the same.	6	Level 3	CO3
	b.	Applying your understanding about the major pillars for organization structures identify which variations are popularly seen in industries.	6	Level 3	CO3
	c.	Utilize the forced field analysis model of change to relate successful change in terms of organizational work.	6	Level 3	CO3
Q. 5		Answer Any two from the following.			
	a.	Illustrate any two examples of industry innovations as an outcome of creative thinking by employees.	6	Level 2	CO2
	b.	Interpret the pros and cons of specialization based division of labour in a ready-made shirt manufacturing unit.	6	Level 2	CO2
	c.	Summarize the factors those restrict the creative thinking in employees of an organization and kills creativity.	6	Level 2	CO2
Q. 6		Answer Any two from the following.			
	a.	What are the characteristics of change and reasons why it is generally resisted by employees?	6	Level 1	CO1
	b.	Which are the motives behind organizational change? List the core values enabling the fulfilment of the same.	6	Level 1	CO1
	c.	Define Organization Development. What are its characteristics?	6	Level 1	CO1