



P.E.S. College of Engineering, Mandya - 571 401

(An Autonomous Institution affiliated to VTU, Belagavi)

Fourth Semester, Master of Business Administration (MBA)

Semester End Examination; May/June - 2018

Organizational Change and Development

Time: 3 hrs

Max. Marks: 100

Note: Answer all FOUR full questions from PART - A and PART - B (Case study) is compulsory.

PART - A

- 1 a. Define Change. Explain the Kurt Lewins Model of Organizational change. 10
 b. Discuss briefly the concept of force field analysis. 10

OR

- 2 a. Discuss the managerial options for implementing change. 10
 b. Explain the situational reasons for change. 10
- 3 a. Define organizational development. Explain the Historical overview of organizational development. 10
 b. Explain the implications of OD values and Assumptions. 10

OR

- 4 a. Explain Weisboards 6 box model of organizational diagnosis. 10
 b. Write a brief note on managing the OD process. 10
- 5 a. Explain the systems theory. 10
 b. Explain the training based OD interventions. 10

OR

- 6 a. Discuss structural interventions. 10
 b. Explain Gestalt approach to Team building. 10
- 7 a. Discuss the third party peacemaking interventions. 10
 b. Explain the phases of Grid OD. 10

OR

- 8 a. Explain the concept of MBO. 10
 b. Write a brief note on Quality circles. 10

Contd...2

PART - B (Compulsory)

9. Case Study:

Ethicon Ltd. A medical device co. that manufactures sutures for medical applications. They had been undergoing restructuring for some years, at the time, the most recent announcement was that the research and development function was to move to Germany and new focus of the UK site was to be manufacturing.

An improving change, Ethicon set up new in house systems to refocus people’s ideas on three main goals.

i) To improve process cycle time ii) To decrease costs iii) To improve quality. Throughout the change process the company communicated well with employees and a number of project managers were putting in place to drive through the change. Ethicon also introduced cross functional teams that have broken down inter departmental barriers and encouraged open form discussions. They managed to involve the workers in the profit and made them believe that there were gains to be made by changing the way they worked. This initiated change across the whole company. They also set in place a system of measurements against objectives in order to translate them into tangible business benefits. It is believed that one of the greatest achievements gained from this redesign project was the true sense of team working. The end result was a sense of team working were being implemented throughout the company and they hope was that they would produce positive results and cost savings to the company to ensure that ethicon remained competitive.

Answer the following questions.

- a) Analyze the case and identify issues. 5
- b) Analyze the cost. 5
- c) How did management at Ethicon ‘Get it right’? 5
- d) What aspect have encouraged the successful change? 5

* * * *