



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; August - 2023

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.

Q. No.	Questions	Marks	BLs	COs	POs
PART - A					
1 a.	Explain External and Internal reasons for organizational change.	10	L3	CO1	PO3
b.	Discuss on Organizational Evolution and change cycle.	10	L4	CO1	PO3
OR					
2 a.	Discuss briefly Kurtlewin and friends model of organizational change.	10	L4	CO1	PO4
b.	Explain any four reasons for resistance to change.	10	L4	CO1	PO3
3 a.	Define OD. Discuss briefly types of OD values.	10	L2	CO2	PO3
b.	Briefly discuss assumptions and beliefs in OD.	10	L2	CO2	PO2
OR					
4 a.	Discuss the characteristics of OD.	10	L2	CO2	PO3
b.	Discuss Bectard's conformation meeting.	10	L4	CO2	PO4
5 a.	Discuss briefly the concept of participation, empowerment and commitment.	10	L3	CO3	PO3
b.	Explain the characteristics of an effective team.	10	L4	CO3	PO2
OR					
6 a.	How Normative Re-educative strategy helps in organizational development. Explain.	10	L5	CO3	PO4
b.	How Third Party peacemaking interventions help in resolving conflicts?	10	L5	CO3	PO4
OR					
7 a.	Explain OCTAPACE.	10	L2	CO4	PO3
b.	How behavioral modeling technique improves interpersonal competence? Explain.	10	L4	CO4	PO4
OR					
8 a.	Discuss features of quality of work life projects.	10	L3	CO5	PO3
b.	How parallel learning structure helps organizations for continual improvement.	10	L4	CO5	PO4

PART - B (Case Study is Compulsory)

9. South Indian Technologies had been the largest computer manufacturing company in the country for almost 15 years. Its collapse in a short span of time came as a jolt to the nation's computer industry. Though the company has not been performing up to the mark for the last couple of years. No one quite expected such a downfall. The co-founder of the company and its Managing Director, Anil Karthikeyan (Karthikeyan), stated off the record that the company/s inability to change its organizational culture was the main reason behind the debacle.

Dr. Krishna Murthy (Murthy), a well known personality in the Indian PC market, established South Indian Technologies. An engineer by profession, Murthy had gained 20 years of industry experience, working for numerous players in the PC market. His flair for innovation and creativity helped him to become one of the most highly paid professionals in the field. Murthy then decided to start up his own computer manufacturing company with the help of his friend, Karthikeyan. Karthikeyan too was an engineer by profession. However, while Murthy was of the opinion that innovation and creativity must be given the highest criteria, Karthikeyan was more inclined towards making profits.

Murthy upheld the core values of innovation and creativity and believed that these values would guide the organization towards the accomplishment of its goals. Employees received encouragement and generous support from the management and their creative talents were nurtured. Every employee at the company was given an equal opportunity to innovate and each to their ideas was given serious consideration by the management. Most of the revenue generated by the company was invested in developing new products. With the passage of time, the core values of the company were absorbed by every member of the organization. The stimulating work culture led South Indian Technologies to become the Country's largest computer manufacturing firm and it stayed so for 15 years.

However, the focus on development of employees caused the management to ignore the changes in the external environment. The market was changing and so were the needs of the customers. South Indian Technologies failed to positively adapt itself to these changes.

It continued to invest heavily in the development of new product, which unfortunately failed to attract customers. It encouraged internal competition and kept investing in employee project without analyzing the competitiveness of the end product. This result in a colossal wastage of investment, as many of the products did not gain market acceptance. The profits generated by a few successful products were disproportionate to the investments made in the developing newer ones.

Karthikeyan tried his best to convince Murthy about the wastage of financial resources and the dire necessity of changing this attitude towards investment, in order to survive. However, the past success of the company blinded Murthy and he was convincing that the existing culture was the right recipe for success. Even the warning of the company's business managers that is was essential to develop financially successful products failed to convince Murthy and his followers. They were totally against the organization culture. In fact, the managers who suggested change were shown the way out. Some of the employees did feel the necessity to change. However, they lacked the willingness to change and ignored every signal that indicated the need for change.

Karthikeyan made his last attempt to help the company remain dynamic and respond to external market conditions. He prepared a systematic approach to change the organization culture. This was also rejected vehemently by Murthy and his followers. South Indian Technologies could not strike the right balance between being innovative and being economically successful. It could not make the right cultural transition at the right time and finally fell victim to, what Karthikeyan termed "the cultural trap". This marked the end of business for a company that had almost ruled the industry for 15 years.

Questions for Discussion:

- | | | | | | |
|----|--|----|----|-----|-----|
| a. | The organizational culture at South Indian Technologies had become a handicap to the growth of the company. Discuss the effect of a static organizational culture on a company's development. | 10 | L5 | CO5 | PO5 |
| b. | An organization's culture is, to a great extent, influenced by the value of its founders. Discuss Murthy's role in shaping the basic organizational culture at South Indian Technologies. Also discuss the role he should have played in changing the organizational culture of South Indian Technologies. | 10 | L5 | CO5 | PO5 |