

**MANAGEMENT PROGRAMME**

**Term-End Examination**

**June, 2017**

**MS-025 : MANAGING CHANGE IN  
ORGANISATIONS**

*Time : 3 hours*

*Maximum Marks : 100*

*(Weightage 70%)*

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- Note :** (i) *This paper consists of two Sections A and B.*  
(ii) *Answer any three questions from Section - A, each carrying 20 marks.*  
(iii) *Section - B is compulsory and carries 40 marks.*
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**SECTION - A**

1. Define Organisational Culture, and briefly discuss the inter-relationship between Organisational Culture and Organisational Change. Explain with example.
2. Explain concept and types of Turnaround Management. Briefly discuss the steps involved in Turnaround Management. Cite suitable examples.
3. What is your understanding of Intervention. Briefly discuss various Structural Interventions in organisational change with suitable examples.

4. Discuss the role of HRD in Managing Change ? Explain the skills which are required for the role of a Change Agent.
5. Write short notes on any three of the following :
  - (a) Need for indigenous management in developing countries.
  - (b) Alternatives to Mergers and Acquisitions.
  - (c) Significance of organizational diagnosis.
  - (d) Functional Organisational Structure.
  - (e) Leveraging structures.

### SECTION - B

6. Read the following case carefully and answer the questions given at the end :

Tushar had been hearing the rumour doing the rounds since the past ten days. However, as per his nature, he had ignored it and concentrated on doing his job even better. But today, Tushar had seen his name along with other names recommended and officially told to start attending the three month's computer course to gain knowledge on the usage of computers to textile industry.

Tushar, after completing a polytechnic (diploma) in Textile engineering had joined the J.P. Mills as a junior assistant in the design development department, some twenty years ago. At the time of joining, the textile industry was booming. J.P. Mills was also doing well in terms of volume and profitability during the boom period. However, with the opening of the economy and the entry of many multinational readymade brands, a visible change was seen in the customers' buying behaviour. The past seven to eight years has seen a shift in the customers'

mindset towards purchase of ready-to-use wear. This was unlike the earlier trend, when people preferred to purchase a well-known textile company's cloth material (in this market J.P. Mills was doing very well and had almost 27% market share) and get their clothes stitched by any well-known tailor. So as to keep in pace with the new market requirement, the J.P. Mills Owner and Managing Director, Nithin Kapasi, decided to enter into a tie-up with an MNC. Sandy Wear Store, which wanted to enter into a joint venture with J.P. Mills to get a manufacturing base in India.

It was in this connection that the rumours started circulating about the new management planning to remove the existing employees of J.P. Mills by introducing programmes for them under the guise of upgrading their knowledge in computers. When the rumours started initially, many executives and employees had put in their papers. But many others, like Tushar, continued to put in their hours, but one could always sense their uneasiness. Hence, seeing his name on the notice board, made Tushar uneasy and he was expecting the worst, when he received a call from Nancy, the P.A. to the Personnel Manager, Viresh, asking him to meet the latter after the lunch break.

Tushar, when he met Viresh, was pleasantly surprised to hear that in the new organisational set-up, he would be required to do a lot of the work on the computer (packages). This would eventually result in a lot of cost saving for the company, because the available new computer packages in the market will help in reducing the time (spent) between receipt of order, selection of the various designs (optimised selection can be done with the help of the new software packages)

and execution of the orders in time. Viresh ended the talk by saying that the new management expected all this responsibility to be entrusted to Tushar and hence his name had been put up on the list of those required to attend various computer courses.

**Questions :**

- (a) What factors had caused resistance to change among J.P. Mills employees ?
  - (b) Give your opinion about the strategy adopted by Viresh in communicating about the changes to Tushar ?
  - (c) Could you suggest any other way of handling the above situation ? Justify.
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