

**MANAGEMENT PROGRAMME
(MP)**

Term-End Examination

June, 2023

MS-25 : MANAGING CHANGE IN ORGANISATIONS

Time : 3 Hours

Maximum Marks : 100

(Weightage 70%)

Note : (i) *There are two Sections—Second A and Second B.*

(ii) *Attempt any **three** questions from Section A. Each question carries 20 marks.*

(iii) *Section **B** is compulsory and carries 40 marks.*

Section–A

1. Describe and discuss any *three* group based approaches to change and their merits and demerits, with examples.
2. Briefly discuss the difference between transactional and transformational leadership. Describe the role of leadership in the process of leading change.

3. Explain any *three* types of interventions in bringing change in the organizations and their effectiveness.
4. What is organizational culture ? Explain the factors that have influenced organizational culture and the key factors which help in bringing cultural change in the organizations.
5. Write short notes on any *three* of the following :
 - (a) Business process re-engineering
 - (b) Managing transition
 - (c) Down-sizing
 - (d) Work-redesign
 - (e) Joint venture

Section-B

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

CASE

It was with mixed feelings of joy (for having completed the work assigned to him to work out the details of the already completed, barring the formal signing of the documents) and uncertainty in the new assignment entrusted to him, that Jimmy Verghese left the CEO's (Ganesh) office. Jimmy was the Vice President

(Planning and Execution), RANCO Automobiles Ltd., Chennai. The above mentioned new assignment was related to the merger of RANCO with a German Automaker DAIMLER.

Both RANCO and DAIMLER had been holding talks of a formal merger between the two to gain competitive advantage. Jimmy had already spoken to the eight executives directly reporting to him, on the top management's decision to transfer each of them on a rotation basis initially for six months. This could extend to a period of 2-4 years so as to enable them to learn the German culture, values, style of working etc., which can be used to further train their employees in Chennai, on how to behave or on what is the new organisational behaviour expected of them ?

Now that a formal communication was received from the CEO, Jimmy in turn called for a formal meeting with his managers. There were only 2 (from 8) takers for the proposed moving of RANCO's employees to Germany. Abay and Kunal did not oppose the proposal because they were newly married and didn't mind going to Germany, if only their spouses could accompany them. But the other managers were very apprehensive and raised queries regarding

the following cultural differences, which they felt in turn could affect their behaviours as a global organisation.

- RANCO culture has always adopted a low-cost business strategy. They preferred to use cost effective ways such as online marketing. Whereas, German firms had a preference for using elaborate brochures to highlight reliability and efficiency, indicating distinctiveness, wealth etc.
- Usually German managers held meetings not only lasting the whole day but even stretching over to elaborate night dinners. In fact the real issues surfaced during such night dinners. Whereas, a cost-conscious company such as RANCO, followed the practice of conference calls and at times video conferencing so as to reduce time taken if executives are required to travel to different locations.
- To some extent both the countries had similar outlooks on—Designations, Location of the office, Salary and associated perks etc., as important status symbols which depicted the power and authority relationships among employees. Similarly, handling international

assignments was treated as another stepping stone to further one's career.

Most of the above issues were discussed during the meeting. Only Jimmy was thinking on how to respond to the comment made by Diana (Sr. Human Resources Manager) "Since German is an alien language, and we are required to proceed within a fortnight to Germany, probably we will have to request for a translator to accompany us ?"

Questions for Discussion :

- (a) According to you what cultural factors should be considered by RANCO before sending their executives to Germany ?
- (b) Can you suggest ways to handle the cultural variations mentioned in the above case ?