

MANAGEMENT PROGRAMME

Term-End Examination

December, 2017

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

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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- Note :** (i) *There are two Sections A and B.*
(ii) *Attempt any three questions from Section - A.*
All questions carry 20 marks each.
(iii) *Section - B is compulsory for all and carries 40 marks.*
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SECTION - A

1. "Changes are expressed through three main areas : the market itself, the technology to meet market demand competitively, the organisation of resources and the enterprise to achieve success".
Elaborate this statement and briefly discuss the underlying concept with suitable examples.
2. What are the key elements managers need to address when they design their organisational structure ? Briefly discuss advantages and disadvantages of Inverted Pyramid Type of Organisation Structure.

3. What is the utility of Open Systems Analysis ? Briefly describe Weisbord's Six Box Model and its advantages in organisational diagnosis.
4. 'Managing change has become an integral part of a manager's job. Managers need to have broad understanding of the environment surrounding their business and need to constantly monitor external drivers of change :
- Elaborate this statement and explain underlying concept with suitable example.
5. Write short notes on any three of the following :
- (a) Process based change
 - (b) Transactional Analysis
 - (c) 7 S Model
 - (d) Diagnocube
 - (e) Alternatives to Mergers and Acquisitions

SECTION - B

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

Three Star Polyplastics Manufacturing Co. Ltd., was founded in 1978 by Mr. Bishan Singh after retirement from his military service. In 1995, it was still family owned, had no union, and was conservatively and paternalistically managed. The company adapted to changes slowly, but it remained a profitable enterprise.

In 1982, the company sent five of its first line supervisors to a human relations training program, but the liberal ideas with which the supervisors were indoctrinated made a negative impression on the company's top management. As a result, all supervisory training was conducted in-house after that. In 1989, labour problems and conflicts between the supervisors and the human resource department led the management to enroll the company's 15 supervisors in a 5-day executive development program organised by a management consultancy firm. This change of policy was initiated by the new H.R.D. Manager, Mr. S.P. Jain. To avoid having too many supervisors away from the factory at once, three were sent to each monthly program.

Mr. Deepak, a young supervisor who had a production engineering background, returned from the executive development program excited about what he had learnt especially about delegation of authority, giving employees the opportunity to assume the maximum possible responsibility and establishing channels of open communication with employees. After the Friday afternoon session, Mr. Deepak discussed some of these ideas with his immediate superior, Mr. Naresh Kumar. Both seemed genuinely pleased to learn that Mr. Deepak felt he had benefited from the management development program.

When Mr. Deepak returned to work on Monday morning, he discovered that several quality control problems had to be dealt with, a report was due, and several employees needed to talk with him about work schedule problems.

It was Friday afternoon before he realised that he had not yet been able to take any of the ideas about which he had become so enthusiastic. By this time, the frustrations of the week had taken the edge off his enthusiasm, and he became preoccupied with the pleasant thought of a relaxed weekend with his family. He felt that Monday morning would be a good time to begin the new ideas.

Questions :

- (a) What factors in this organisation function as a deterrent to change ?
 - (b) What, if any, OD interventions do you recommend in this situation ?
 - (c) What steps do you recommend to stimulate lasting changes in supervisory behaviour ?
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