

03774

MANAGEMENT PROGRAMME

Term-End Examination

June, 2011

MS-25 : MANAGING CHANGE IN ORGANISATIONS

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

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.

SECTION - A

1. Describe the Key roles involved in bringing change in an organisation. Discuss Leveraging Systems Strategy in changing organisations, with few examples.
2. Describe the reasons for Mergers and Acquisitions. Explain the strategies which could be used in lieu of Mergers and Acquisitions. Cite examples.

3. Explain Evaluation Research and Action Research for evaluation of organisational change. What role does data analysis and feedback play in evaluation ? Give suitable illustration.
4. Describe Intervention. Discuss some of the structural interventions and their applicability in organisational context.
5. Write short notes on *any three* of the following :
 - (a) Process based change
 - (b) Transactional Analysis
 - (c) Behaviour Modelling
 - (d) 7S model
 - (e) Force Field Analysis

SECTION - B

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

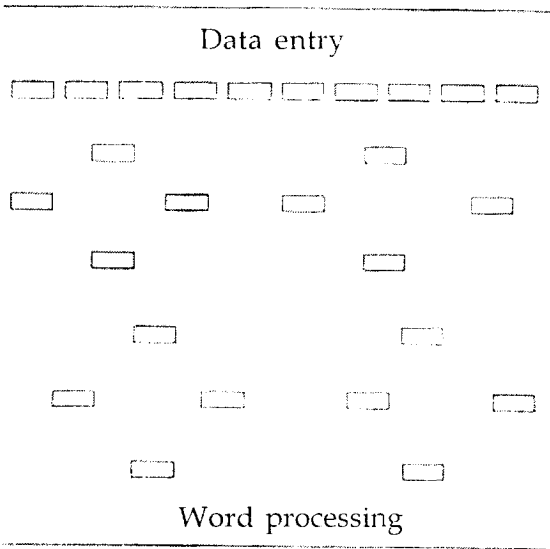
Helen supervises the word processing/ data entry (WP/DE) unit for the Department of Administration of State Government. She has held this job for about a year and is well liked by the employees in her unit. Helen took this job with the state as a step up from her former position as a data entry lead worker in an insurance company in the same city. Though Helen has a "task-oriented", professional approach to her work and high standards of quality, she also has good interpersonal skills and handles her employees well. Her supervisory style could be characterized as traditional - low in participativeness, but sensitive to employee needs and rights.

Rani is Helen's assistant. She has been a word processing employee since the new computerized equipment was installed four years ago. She was a secretary for many years before that. Her excellent work and leadership qualities were noticed, and she was promoted at the same time that Helen was hired. The two have gotten along well with each other. The WP/ DE unit was created by Helen's predecessor in a difficult and stressful transition from individual units having

their own secretary to the processing "pool" of employees with all computerized equipment. Data entry was added with the increased use of new information and decision support systems by various state agencies. At present, the work area consists of four circles of word processing equipment stations (16 employees) and a row of 10 data entry employees and their equipment. (See Exhibit 1)

Exhibit 1

Physical Layout of WP/DE Unit



Interestingly, the employees who handle word processing tasks are different in several ways from the data entry employees. Almost all of the WP employees had been secretaries prior to learning to use the computer equipment; this is not true of data entry employees. The WP employees typically wear formal business attire to work, while their counterparts in DE dress much more casually, including jeans and T-shirts. The immediate work spaces of the employees also differs, depending of their WP or DE work assignments. WP machines are covered with personal objects, like family pictures, radios, flowers, etc. The DE area has a noticeable lack of such decorations, with only an occasional cartoon taped to a machine. The DE employees are not as ownership oriented about their computers. Other, less visible differences in attitudes and behaviours also serve to create two distinct subgroups in Helen's unit.

Since the WP/DE unit was created, it continued to evolve and develop. Much of the work for the unit came in large batches due to project start-ups, committee report work with tight deadlines, and so on. When the legislature was in session, the DE employees sometimes received large batches of work on very short notice. All too often, these employees are

swamped with work while their WP counterparts barely have enough to keep them busy. The opposite situation also arises on occasion. And if a WP or DE employee calls in sick, that computer sits idle for the day. There is no provision to replace the absent employee, regardless of workload demands.

Recently, top administration decided that some new machines should be added to the WP/DE unit. In conjunction with those additions, Helen was to be responsible for having the DE employees learn how to use the WP equipment and vice versa. As Helen thought about the implementation of the cross-training requirement, she knew there might be resistance from some employees. She was careful to devise what she felt was a method to accomplish the cross-training over a period of three months - enough time to give her employees sufficient training support. She felt her plan was realistic and fair, and that the whole unit would be able to work more efficiently once that plan was accomplished. Her boss heartily endorsed the plan when she presented it to him.

Shortly after announcing the plan to her unit, Helen was confronted with major and unexpectedly hostile reactions from her employees. Many of them were upset about having