

02431

**MANAGEMENT PROGRAMME**

**Term-End Examination**

**December, 2015**

**MS-25 : 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 and carries 40 marks.*
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**SECTION - A**

1. Discuss group based change approaches. Justify with suitable examples.
2. Discuss the reasons for mergers and acquisitions. Briefly describe the alternative approaches.
3. Discuss any two types of interventions in organizational change and their merits and demerits with suitable examples.
4. Discuss sources of resistance to change by individual and organization. How it can be managed in bringing change in organisations ?

5. Write short notes on **any three** of the following :
- (a) Action Research
  - (b) Punctuated - Equilibrium Model
  - (c) Matrix organization
  - (d) Quality circle
  - (e) Key factors in cultural change

### SECTION - B

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

The middle managers of a large firm were told by the corporate human resources office that a group of consultants would be calling on them later in the week. The purpose of the consultants' visit would be to analyze cross-functional relations throughout the firm. The consultants had been very effective in using an OD intervention called team building. Their particular approach used six steps. When their approach was explained to the managers, a great deal of tension was relieved. They had initially thought that team building was a lot of hocus-pocus, like sensitivity training, where people attack each other and let out their aggressions by heaping abuse on those they dislike. By the same token, these managers generally felt that perhaps the consultants were not needed. One of them put it this way : "Now that we understand what is involved in team building, we can go ahead and conduct the sessions ourselves. All we have to do is to choose a manager who is liked by everyone and put him or her in the role of the change agent/consultant. After all, you really don't need a high priced consultant to do this team-building stuff. You just have to have a good feel for human nature". The

other managers generally agreed. However, the corporate human resources director turned down their suggestion. He hired the OD consultants to do the team building.

**Questions :**

- (a) Critically evaluate the core issues of this case.
  - (b) What is a team building approach to organization development ? Do you think the managers had an accurate view of this OD technique ?
  - (c) Do you think that the managers had an accurate view of the role of external consultants ?
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