Jamia Hamdard
School of Management and Business Studies
Department of Management **Roll No...**
Odd Semester Examination - January 2024
Integrated MBA- Semester IX
Subject Code: MBA (I)-GE-HR-04 & Subject Name: Organization Change and Development

Duration: 3 Hour Max.Marks -75
(15X5=75)

Note: Attempt any Five Questions, All questions carry equal marks

1. "The history of organisation development is rich with the contributions of behavioral scientists and practitioners." Explain this statement in detail. (15 Marks)

2. **Write Short notes on:**
   (a) Organisational level of change. (5 Marks)
   (b) Action Research (5 Marks)
   (c) Values and Assumptions of OD (5 Marks)

3. Your University has started consultancy work to improve the functional efficiency of industrial units located in your state. Some of the units have approached the university to facilitate the process of diagnosis so that they can initiate suitable change to improve the overall functioning of these organizations. The university has selected four students of the MBA department to deal with the project. You are one of them. As an incentive, the university is willing to pay 40percent of consultancy fee to the student team.
   (a) How will you organize it? (7 marks)
   (b) What organizational factors you will like to cover during the diagnosis? (8 marks)

4. How does Force Field Analysis differ from Continuous change process model? Why is it said that continuous change process model is an improvement over Force field analysis? (15 Marks)

5.
(a) Effective change must rely on a contingency perspective that is open to trying different things at different times. State weather the statement is true or false (2 marks)
(b) "The three phases of the Kurt Lewin model provide guidance on how to go about getting people to change". Explain the model in detail. (13 marks)

6. ABX reported record losses in its 86-year history of Rs.1.83 billion in 1996, compared to earnings of Rs. 598 million in 1995. Chairman R.D. Mehta can claim to have brought ABX through its most treacherous year by ending a six-month steel strike and avoiding, for the time being, raider C.C. Madan. Mehta is studying some of the largest Indian companies in an effort to find acquisitions that will offset the uncertain prospects for steel. As a result of one acquisition, ABX is now considered

more of an oil and gas company. 'Mehta has announced that ABX plans to convert its steel operations into a wholly owned subsidiary in order to give the company the flexibility to sell off its steel segment. But for now the major challenge is to turn its steel unit around, with its goal to earn a consistent return equal to that of the average manufacturing company.

Changes Since becoming chairman in 1989, Mehta has imposed more changes in ABX than the company has ever seen. He has made three central changes:

- Tried to change the culture. Mehta, who came up through the company's finance ranks, is irreverently called "the top bean counter." He has stunned production-minded managers with his "no scared cow" act that profitability is more important than preserving the original empire.
- Cut costs and inefficiencies. Under Mehta's leadership, ABX has shrunk dramatically. By 1995 he had shut down more than 150 plants and facilities, reducing steel-making capacity by more than 30 percent. He cut white-collar jobs by 54 percent. And by early 1997 he had cut capacity another 27 percent. That reduction translated into about 5,000 fewer employees, who joined the 23,000 workers already on indefinite layoff.
- Acquired new companies. In one of his boldest moves, Mehta acquired Marathon Oil Co. for Rs. 5.9 billion, thus recasting the ABX image into more of an oil company than a steel producer. The change in name from A.B. Steel to ABX was to help alter the public and employee's perception of what the company was all about.

But for all the changes Mehta brought about, ABX is still confronted by the inefficiencies, poor management, and hostile labour relations that troubled it for decades. Mehta's central challenge is to transform one of corporate India's most hierarchical, bureaucratic management into a lean, aggressive, market driven team. Among his challenges include.

- Changes. For his part, Mehta contends that he is on his way to creating "a new A.B. Steel." Adds Abhay Lal, executive vice-president for employee relations "We've been required to shed yesterday."
- Culture. Altering a culture cast over 75 years could take a decade, if not a generation.
- Management style. A "militaristic" management style has blocked change. The small amount of feedback that existed was often lost as it passed through a web of bureaucracy.

In summary, ABX is faced with changing an ingrained, old-fashioned corporate culture. Discussion Questions:

(a) Do you agree with Mehta that ABX needs to make changes? (7 marks)
(b) Would organisation development be appropriate in a situation like this? (8 marks)

7. Explain the following statement:
   (a) What are the various trends in Organization Development? (7 marks)
   (b) What are the latest OD techniques which MNC's are adopting across the world? (8 marks)
8. Explain the meaning OD interventions? Also explain in detail various types of OD Intervention techniques. (15 Marks)