

**DEPARTMENT OF MANAGEMENT  
SCHOOL OF MANAGEMENT & BUSINESS STUDIES  
JAMIA HAMDARD**

Odd Semester Examination (Online) January 2021

MBA [III] Semester

Subject Name: Organizational Change and Development

MM: 75

Subject Code: MBA-GE-HR- 04

Time: 03Hours

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Note:

- Students have to submit the **Scannedhand written solution** to the Examiner, Assistant Superintendent of Examination and Dean on the email ids as mentioned above.
- Students shall use **ruled white paper & blue ink** to write the solution. Each page must have a **serial number and the signature** of the student.
- An additional ½ an hour will be given to the examinees to scan the answer sheets, convert it into single PDF and upload it on the id's given on the question papers.
- If any two copies are found to be similar then both the copies shall be cancelled. Such students will be considered/ tried for unfair means.
- The attached PDF shall be named as follows –  
Full Name-Enrollment Number-Course-Semester-Subject Abbreviation (Example: Rabia Shaheen-2017-334-032-MBA-III-QTM) and students shall also mention the same in subject line of the email & his/her answer copy also.
- Answer All Questions, each carry equal marks.

**1. Discuss the following:**

- a) Discuss briefly the history of OD. (5 Marks)
- b) Discuss the implications of values, assumptions and beliefs in OD. (5 Marks)
- c) Describe the role of change agent in the process of OD. (5 Marks)

**2. Read the below mentioned case carefully and answer all the questions.**

**Making Friends at PILCO:**

Samir Sethi, the Managing Director of Pillco, a Mumbai based textile manufacturer, was quite pleased with himself. It was Friday afternoon and his flight from Tokyo was just about to land at Mumbai. In conjunction with his Sales Director, AmanKatra, he had just returned from Japan where he managed to successfully complete negotiations on a ` 25 million order from a Japanese golfing manufacturer, Kokuna. The order was for the manufacture of a new range of golf sweaters and accessories and was the biggest single order that the company had dealt in the last five-year history. They had come up against stiff competition from other sportswear manufacturers in India and Japan. To secure the order, Pillco had to promise delivery of the first batch of newly designed golf wear within six weeks and bulk order shipments of 10,000 pullovers every two months. This created a problem. At maximum production, Pillco could only manufacture and meet these order requirements by dropping 80% of its ongoing business. It also meant that three new computer controlled manufacturing machines and a new computer aided design system would be put to work to come up with the new style and design to manufacture the sweaters. These had been recently purchased at great expense. The problem was who would operate the machinery and design systems to meet the order requirements, and what to do with Pillco's current workload. Still, it had been a good trip and Samir had the weekend to plan the future development of the company. SunandaRakhija, Production Director at Pillco, was called into the Board meeting on the Monday morning. "Its like this, Sunanda", said Samir. "We need the new designs in a matter of weeks and they have to be computer generated to fit straight into our new machinery. Our people haven't been trained on them yet so we will have to subcontract this to some freelance designers who specialize in this field. They will do the design for us and we should be able to meet the six-week deadline with some ease." Sunanda paused. "So who is going to actually make all these lovely new golf sweaters then, and who will tell Tinna and Co. that we can't provide them with any knitwear for the next nine months? You cant just tell the design shop that they are surplus to requirements for the next couple of weeks, and then tell Tinna that we are sorry but they will have to wait. That's not how we do business, isn't it?" Samir's reply was succinct and to the point. "Sunanda, this is a new millennium. If this company is going to survive it has to become an international concern. Sure, Tinna is a big contract for us but we will deal with that problem, when it arises. As for the designers, I am going to have a meeting with all operating staff this afternoon and let them have the good news." Work stopped at Pillco at 4.30 p.m. that day. Samir Sethi accompanied by AmanKatra and SunandaRakhija, addressed the staff at the company cafeteria. Samir started off in ebullient mood. " Well, the situation facing us is one that I am sure other companies would like to be in. I am sure you are aware by now that we have managed to win the biggest order in this company's short history, with the Japanese golf company, Kokuna. This assures our futures and means that jobs are secure. However, it does put us under a bit of pressure. To this end I have made arrangements

with an outside design and production team to join us temporarily to design and manufacture the Kokuna sweaters on our new equipment. This should allow the rest of you to carry on with your normal duties, allowing us to meet the tight deadlines Kokuna have set. The outside team will be independent and will gradually bring in our own staff on design and production matters when they feel that the time to pass on the contract is right. To me, it's the best of both the worlds, and with a little bit of a squeeze we can do the Kokuna work and still satisfy the need of our other customers. There are good times ahead, lots of hard work, but I am sure you will agree with me that it will be worth the struggle in the end?" Samir's comments were met initially with stunned silence. However, it did not take long for murmuring to begin. The first comments came from one of the designers: "Are you saying that we aren't good enough to do the design for the new sweaters?" "Yeah, and we can't handle the new machinery so we will buy in some smart Alecs from outside, is that it?" The meeting soon deteriorated into a slinging match from the floor, with comments such as, "We're only good for the simple stuff", "who are these outsiders anyway?" and "don't you trust us to be able to deliver this for you?" As the meeting finally began to get out of hand, Samir turned to the assembled group and said, "Who do you people think you are? We bring in the biggest order we've ever had and all you can think about is yourselves. Obviously we will have to get this situation resolved before we go anywhere." However, on his way out of the cafeteria he turned to Sunanada. "These bolshie lots need a good sorting out. Come and see me tomorrow morning first thing and we will get to the bottom of this."

#### Questions

- a) Was Samir Sethi wrong? How should he have approached the situation? (5 marks)
  - b) What advice will you give to Sunanda before the Tuesday morning meeting? (5 marks)
  - c) How should Pilloco try to recover the situation?(5 Marks)
3. Effective change management requires a number of initiatives from the management's perspectives. Discuss what can management do to bring about these changes effectively in organisation? (15 Marks)
4. **Reorganization as Rebirth:**

Like many organisations in the 1980's, St. Francis Regional Medical Center of Wichita, Kansas, tried downsizing. A layoff of 400 people was a horrible experience, both for those who left and for those who stayed. The 1990's brought a change in the health care environment, and the hospital's administration needed to change the structure and culture in order to remain competitive.

The management team re-mapped the ideal management structure to run things without regard to the structure that was actually in place. To make such radical change work, they defined specific job titles, but not specific people. They dissolved the old organisational chart and created a new one, unveiling a chart that had all the new titles on it with no names. Those who wanted to be part of the new organisation had to apply for whatever position they felt they were most qualified to fill. Imagine having to apply for whatever position they felt they were qualified to fill. Imagine having to apply to a company you'd been with for fifteen years! The restructuring also meant a rethinking of corporate culture.

An examination of culture revealed that making decisions at the hospital become bogged down by management and dictated by policy. Eliminating old policies allowed the team to look at things as possibilities rather than restrictions. Two task forces were formed to look at service lines and functional realignment.

A consulting firm was called in to help the hospital make the transition. The consulting firm helped strategize and create a time line for the changes. At the reorganisation meeting, each employee was given an 80-page bound booklet complete with vision statement, the organisational chart, timetable, and reorganization fact sheet, copies of all position descriptions, and a question and answer section. The result was terror, confusion, upheaval, and little by little, understanding cooperation and success.

Instead of approaching the reorganization as a shameful secret, the task forces highlighted the changes in the new culture and tied the internal changes to the changes in the health care industry. Each week "The Grapevine: Reorganization Update" was distributed. In the first official day of the new organisation, employees were given flowers and a message stating "Today starts a new beginning focused on you". The new corporate culture involves management by contract. The new VPs walk the hallways and touch base constantly with what's going on. The result of the reorganization is decision making at lower levels, which results in faster actions. No more ideas die because of red tape. The reorganization is fluid and ongoing with employees and managers still incorporating the new management philosophy and corporate culture into their daily work lives.

**Questions:**

- a) Had you been a part of such a situation, how had your initial reaction been and why? (7Marks)
- b) After analyzing the case, do you think that such massive change was indeed required for St Francis Regional Medical Center or was there a mid-way out? (8 Marks)

**5. Answer the following questions:**

- a) What is Organizational power? Why is it needed? (7 Marks)
- b) Organizational development consultants provide guidance and advice to help businesses improve efficiency, enhance operations, and drive profitability without cutting departments or personnel. Keeping the above qualities in view, what are the required competencies of an OD consultant? (8 Marks)