(b) What type of learning occurs in training program such as GE's? 6

(c) Why would Lewin's force field theory still play a role in training programs offered in twenty first century. 4

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# PG (Even) Semester Examination, 2023

## BUSINESS ADMINISTRATION

(4th Semester)

Course No.: HR-3308

**(Organisation Development & Change Management)**

*Full Marks: 70*
*Pass Marks: 28*

*Time: 3 hours*

*The figures in the right margin indicate full marks for the question.*

1. Answer the following :

   (a) What do you mean by diagnostics in organisation?

   (b) What is meant by "business process re-engineering"?

   (c) What do you mean by intervention?

   (d) Write 3 best definitions of TQM.

   (e) What are the importance of organisational development?

   (f) OD professional compentencies.

   (g) What is change Management? 2x7=14

Or

2. Write the techniques for handling resistence to change. 14

3. Write a detail note on the skills necessary for championing change. 14

Or

4. (i) Why organisational development (OD) is called the first generation change? Write with all possible reasons. 7

(ii) Discuss the processes of institutionalisation of organisational development. 7

5. Case Study

To reduce cost and improve customer service, a financial group wanted to consolidated customer contact centres accross several divisions. A consultant was hired to support the efforts and to prepare implementation plans. The project no more than began when rumour spread through several departments that this organisational change was not good for the company.

Supervisors and the key managers in the existing customer care centres began resisting the change. In some cases they would not show up for design reviews or miss key decision-making meetings. Information requested to the consultant and the design team was withheld and half completed. At breaks and around the coffee pot, employees complained about potential leadership changes. Both employees and managers were distracted from their day-to-day work and productivity suffered. Key managers were rumored to quit if the change was implemented,

The consulting firm met with the CEO repeatedly warning that this resistence would undermide his change and would ultimately begin to affect customers. The CEO, however, was reluctant,



setting with a team that has not been training has little change a introducing any change.

Typically, the eight to twelve persons team study, debates and learn from other teams. The GE seven step change used in CAP trains and teaches :

1. Leading change
2. Creating a shared need
3. Shaping a vision
4. Mobilising commutments
5. Making change last
6. Monitoring progress
7. Changing system and structure.

The model is simple and easy for the trainees to grasp and find uses for back in work setting. In learning the process and undergoing the CAP program, team members also learn specific tools for presentations, time management, quality audits, customer relations techniques, vision preparation, and conflict resolution.

When GE manager leaves Crontoville, he/she knows the CAP model, can apply specific tools, and is more closely bonded to the team. The team also prepare action steps and schedules for use back int he work setting.

Case questions :

(a) How do you rate GE concept of sending teams instead of the CAP program at Crontoville? 4

and not the responsibility of the head of the company. After several months of difficulties and delays, the consultants finally declared consolidation in jeopardy.

With the project at a stand still, the CEO requested on emergency briefing with his leadership team. To prepare for this status report, the consultant conducted interviews with key managers throughout each department. They quickly identified a manager in an existing customer care center who viewed his job at risk with the potential change. Arguments against the change initiated by manager were spreading throughout ranks. His supervisors were the same people who were presumably threatening to leave.

Even armed with information, the CEO remained reluctant to take definitive action. The only recourse at this stage was re-assigned or termination of his manager. Both options could have negative fall-out for the company and the affected manager. The CEO was faced with a stalled project and a potentially lose-lose decision for a long tenured manager.

Case questions :

(a) What mistakes CEO has made in this case? Explain. 7

(b) What solution do you provide to reduce resistence change (for this case). 7

6. Distinguish between Human process and Human Resource intervention. Give a detail note on Human process intervention strategies and steps. 14

Or





7. Distinguish between Intentional and Imposed Change. Discuss recent trends of organisational change referring to causes of change. 14

8. General electic uses a change acceleration process training program taught at its Crontoville facility. The facility was founded in 1956 by Ralph Cordiner, the CEO, to develop a group of general managers. Initially, a single comprehensive advanced management program was offered.

In 1981 when Jack Welch become CEO, Crontoville was designated as one of his major change levers. He belived that GE was low and steady and plagued by bad habits, turf wars, bucreaucracy, egos and keeping everything peaceful. Welch wanted Crontoville to be used to instill values and to stimulate change. Welch wanted managers to undergo a major change in their behavour.

The Crontroville training course fell into three categories; manager development programs, business units leaderships program and global business skills programs. CAP programs were special and were based on Lewings Force Field theory.

After years of presenting CAP, a GE seven step mdoel of change was launched in the early 1990s. All participants came to CAP in teams, and each team bring program of its own to solve. As a check on learning Welch recieved a list of all current projects.

Welch believed that sending teams to a development program that emphasises change is only way for behaviour to be modified. A change team will return to work setting and make changes. A changed person returning to a work