

SOLUTION SET 2

Q1) A . State whether true or false. (Answer any 8).

(8 marks)

- True
- True
- false
- True
- False
- True
- True
- True
- True
- True
- True

B) Match the following. (Answer any 7)

(7 marks)

Sr. No.	Column 1	Column 2
1	HRM intervention	A Structural inertia
2	Organizational Resistance	B Soft concept
3	GRID training	C Loss of loyalty
4	Mentoring	D Formal group
5	Coercion	E Mediator
6	Conflicts	F Performance appraisal
7	Culture	G One to one discussion
8	Team intervention	H Difference of opinion
9	Negative impact	I Blake and Mouton
10	Change Agent	J Force

1- F, 2- A, 3- I, 4 – G, 5- J, 6- H, 7- B, 8- D, 9- C, 10- E.

Q2) A. Types of Changes

- Evolutionary change
- Happened change
- Anticipatory change
- Incremental change
- Operational change
- Strategic change
- Directional change
- Fundamental change

- Total change
- Planned change
- Reactive and proactive change

B) A J Leavitt's Model

- People
- Task
- Structure
- Technology

C) Sources of individual resistance to change

- Habit
- Security
- Economic Factors
- Fear of the unknown
- Selective information process
- Poor communication
- Self interest
- Feeling excluded
- Lack of trust
- Skills/training dearth
- Misunderstanding about the need for change

D) Critical imperatives of change

- Emphasis on truth
- Firm behavior
- Consistency
- Use of good language
- Conduct surveys
- Add element of humor

Q3) A) Positive impact

- Be in line with the trend
- New opportunities
- Encouraging innovation
- Increased efficiency
- Improved attitudes

B) Action research model and its merits and demerits

- Examine the idea carefully
- Organizing the information in meaningful way
- Planning and carrying specific actions

MERITS

- Involves in-depth analysis
- Involves participation of each and every member

DEMERITS

- At times it may be complex
- It may require help of an expert

C) Importance of Change

- Understanding environment
- Technological advancement
- Crisis management
- Globalization
- Organizational culture
- Other external factors
- Customer needs
- The Economy
- Growth opportunities
- Challenging the status quo

D) strategies to minimize resistance to change

- Honest and frequent communication
- Continuous action learning
- Involves employee in the change program
- Introduce stress management
- Negotiate with the employees
- Practice “soft “ coercion tactics
- Provide counseling.

Q4) A) steps for OD intervention

- Eliminating hierarchical decision making
- Focusing on groups
- Building Trust
- Reducing unnecessary competition
- Investing in employees
- Interim measurements of control

- Active employee participation

B) Behavior modification process

- Identification of behavior and problem
- Measure the base line performance
- Analyze behavioral contingency
- Develop proper intervention strategies
- Measure the resulting behavior
- Monitor the performance

C) Role and functions of a change agent

- The detective
- The advocate
- The counselor
- The facilitator
- The mediator
- The expert
- The lawyer

D) Phases for carrying out change

- Analyzing and planning the change
- Communicating about the change
- Gaining acceptance of the required changes in behavior
- Making the initial transition

Q5) A) Client and consultant relationship

A strong relationship between clients and consultants is critical to the successful completion of any project. The client is the recipient of the advice whereas the consultant gives a patient hearing to the clients problems and tackles it through the process of consultation. Each relationship is unique.

B) Guidelines for a consultant and clients

Guidelines for consultant

1. Inclusive planning
2. Be clear and honest about expectations and boundaries
3. Clear, regular and timely communication
4. Discuss reporting requirements at an early stage
5. Be considerate

Guidelines for the client

1. Agree on protocol for feedback upfront
2. Leverage consultant experience
3. Realistic timelines and milestones
4. Be cleared of the purpose before engaging a consultant
5. Communicate openly

C) Short Notes

1. Evolutionary and reactive change

- Evolutionary change is sudden, drastic and organization-wide.
- Changes that are clearly in response to an event or a series of events are termed reactive changes.

2. Strategic interventions

- Analyzing current strategies and organizing design
- Choosing a desired strategy and organization design
- Designing a strategic change plan
- Implementing a strategic change plan

3. Team change

The ultimate goal of change management is to engage employees as a team and encourage their adoption of a new way of doing their jobs. Teams accomplish more than individuals. Team faces internal and external changes.

4. Role analysis technique

Role is the position occupied by an individual in social system and as defined by the function on performs in response to the expectations of the significant members of the social system and one own expectations from the position occupied by oneself.

6. Systematic approach to change.

- Internal & External Factors
- Short term benefits
- Intermediate benefits
- Long term benefits