Total Marks: 75   **Duration: 2 ½ hrs**
N. B. : All Questions are compulsory

Q1 A. Match the columns : (any 8)   **(8)**
Ans. 1-f, 2- j, 3 –h, 4-a, 5- I, 6 –b, 7-c, 8- d, 9- g, 10- d

Q1 B. State whether the following statements are true or false: (any 7)   **(7)**
1. **Ans.** True   2. True   3. True 4. True 5. False
6. True 7. True 8. True 9. False 10.True

Q 2A. Discuss the imperatives of change.   **(8)**
Ans. Ans. The most critical imperatives for communicating major changes in a corporate environment must be identified thoroughly.
(1) Emphasis on Truth
(2) Firm Behaviour
(3) Consistency
(4) Use of Good Language
(5) Conduct Surveys
(6) Add element of Humour

Q 2B. State Expanded process model.   **(7)**
Ans. Ans. Lewins model is simple and straightforward which is used in all the models of organisational change approach but it fails to deal with some important issues. This requires a complex model where Lewins approach is incorporated as a part of implementation phase. The management in this approach perceives that certain forces call for a change and the issue is subject to organisations problem solving and decision making process. Top management decides the goals as what the organisations goals or output should be alternatives are generated and evaluated and the selected one is finalised.
  Today's solution is tomorrows problem. The three main components of a system model are discussed below:

(1) Input
(2) Target element of change
(3) Output

OR
Q 2C. Discuss the meaning and types of change in detail.   **(15)**
Ans. To change is to move from the present to the future, from a known state to a relatively unknown state. To be able to adapt to or deal with the impact of change forces, organizations may plan for, experience or undergo change. The following are the various types of change:

(1)Evolutionary and Revolutionary Change
(2)Happened change
(3)Anticipatory Change
(4)Incremental Change
(5)Operational Change
(6)Strategic Change
(7)Directional Change
(8)Fundamental Change
(9)Total Change
(10)Planned Change
(11) Reactive and Proactive Change
(12) Changes in the Knowledge, Information and Techniques:
(13) Changes in scope of Management
(14)Change in the Issues and Problems before Managers
(15) Changes in the Environment
(16) Change in the Pace of Change

Q 3A. Explain the importance of team change. **(8)**
Ans. Teams accomplish more than individuals
* Teams can help get work done more quickly and meet cross-functional challenges.
* Teamwork helps to retain the best people.
* Teams contribute to the whole organizationÕs success.Ê
* Members have the opportunity to learn from each other. So team change brings about drastic improvement in overall performance.
* There is greater potential for work force flexibility with cross-training.
* Team members are provided with opportunities for synergistic combinations of ideas and abilities.
* New approaches to tasks may be discovered and adopted.
* Communication increases and there is more cooperation as there is greater acceptance and understanding of team decisions.

Q 3B. What are the ways to overcome resistance to change? **(7)**
Ans. (1) Ans. The change must be introduced on time.
(2) The employees must be communicated the need for change in a proper manner.
(3) The past contributions of the people who have helped the organizations to succeed must be duly appreciated by the authorities.
(4) The employees must be assured of all the kinds to support which would help them in easy acceptance of the change.
(5) The change must be divided into small series or phases and not big trenches,
(6) All the employees must be duly involved in the change.

(7) Everything must be communicated to everyone in relation to the upcoming change.

(8) Appropriate training programmes must be introduced to bring about the change.

(9) Social media platforms must be used to facilitate change shape company culture, strengthening change management initiatives, improve execution of corporate strategy, facilitating corporate communication, and increase employee engagement

(10) There must not be any force or compulsion on the part of the staff to accept the change. Infact the change must be accepted voluntarily by the employees.

OR

Q 3C. Describe the sources of individual resistance to change   (15)

Ans. Individual sources of resistance to change reside in basic human characteristics such as perceptions, personalities and needs. Some of the reasons why individuals may resist change are:

(1) Habit:

(2) Security

(3) Economic Factors

(4) Fear of the Unknown

(5) Selective Information Processing

(6) Poor Communication

(7) Self-Interest

(8) Feeling Excluded

(9) Lack of Trust

(10) Skills/Training Dearth

(11) Misunderstanding about the need for change

Q 4A. Explain the steps for OD interventions.   **(8)**

Ans. In an effort to increase its viability and effectiveness, a company will employ interventions as it implements various change agents. The purpose of such interventions is to improve productivity, performance or behaviours through a series of structured individual and team activities that focus on what employees do and how they do it.

(1) Eliminating Hierarchical Decision-Making

(2) Focusing on Groups

(3) Building Trust

(4) Reducing Unnecessary Competition

(5) Investing in Employees

(6) Interim Measurements of Control

(7) Active Employee Participation

Q 4B. Discuss in brief T Group training   **(7)**

Ans. T-group is also called as Sensitivity training. It is the latest OD technique. The T-group is a Òsmall, unstructured group in which its members learn from their own interactions and evolving

dynamics about such issues as interpersonal relations, personal growth and group dynamics.Ó

   T-group training aims at increasing the participants insight into his or her own behaviour and others behaviour by encouraging an open expression of feelings in the trainer guided T - group. It is a session without agenda comprising of 10-12 members and a professional trainer who acts as a catalyst and facilitator for the group. The focus is on the feelings and emotions of the members in the group. The facilitator encourages the participants to portray their feelings as they are in the group rather than in terms of past behaviour and future problems.

   The success depends on the feedback each person gets from the others. The group meets for three days up to two weeks. Conceptual material relating to communication skills, interpersonal relations, individual personality theory and group dynamics are a part of the program. The main learning vehicle is group experience. Uses of T-group relative to OD are varied but are particularly appropriate to introduce key members of the organisation to group and interpersonal process issues and for enhancing basic skills relevant to group and interpersonal dynamics. Example: one week T-group experience may involve 30 to 36 participants, all strangers to each other at the beginning of the lab.

   Learning derived from T-group vary for different individuals but are usually described as more competent in interpersonal relationships , learning more about oneself as a person, learning how others react to ones behaviour, and learning about dynamics of group formation and group norms and group growth.

Objectives of T-Group:

* To increase the understanding, insight and self-awareness of ones behaviour and its impact on others that includes the ways in which others interpret ones behaviour.

* To increase the understanding and sensitivity of others behaviour including the interpretation of both verbal and non-verbal clues and also to increase and understand the peoples thinking and belief.

* To increase the diagnostic skills in intergroup and interpersonal situations.

* To increase the ability to transform the learning into action so that the real life interventions will be successful in increasing the member satisfaction, output or effectiveness.

OR

Q 4C. Explain the ways to manage role stress.   **(8)**

Ans. (1) Ans. Inter-role distance

(2) Role Stagnation

(3) Role Expectation Conflicts

(4) Role Erosion

(5) Role Overload

(6) Role Isolation

(7) Personal Inadequacy

(8) Self-role Distance

(9) Role Ambiguity

(10) Resource Inadequacy

(Any 8 points can be written)

Q 4D. Discuss the significance of coaching and mentoring to bring organizational
effectiveness **(7)**

Ans. Meaning (2 marks)

Significance : i. Company culture

(5 marks)   ii. Employee growth and development

              iii. Professional satisfaction

              iv. Employee morale

              v. Organisational goals

Q 5. A. Explain the qualities required for an effective change agent. **(8)**

Ans. (1) Ans. Broad knowledge

(2) Operational and relational knowledge

(3) Sensitivity and maturity

(4) Authenticity

(5) Homophility

(6) Empathy

(7) Linkage

(8) Proximity

(9) Structuring

(10) Capacity

(11) Openness

(12) Rewards

(13) Energy

(14) Synergy

(15) The Detective

    B. Write a note on "Client and Consultant Relationship" **(7)**

Ans. Meaning and phases or guidelines

OR

Q 5 C. Write short notes on: (any 3) **(15)**

   1. Systematic Approach to Change : Before bringing in any change, the manager must
understand the current context. In the dynamic environment, change involves adding new
components or processes to on going development. Therefore at this point the context
analysis should focus on the current processes and identify the areas of the organization
that need improvement or that are working well.

    A comprehensive systems map is a useful tool to explain how existing services align

with the Systems Approach and indicate where gaps need to be filled. The analysis should also look at whether or not there is a supportive environment to propose and undertake change. The need for change should help to create an environment by explaining why changes are needed and how to build on factors that would help in the successful implementation of the change.

   The analysis must consider both external and internal factors including:

* Organizational, local and jurisdictional politics.
* Availability of resources, both financial and human.
* Parallel change processes.
* Organizational culture.
* Existing and potential partnerships, both internal and external, at the organizational, system, community and client service levels.

2. Classic Skills of Leader : 1. Kaleidoscopic Thinking
   2. Effective Communication
   3. Delegation
   4. Coalition building
   5. Build a sense of Identity
   6. Recognition and Individual Attention to Individuals
   7. Intellectual Simulation
   8. Passive Avoidant
   9. Manage the Culture

3. Behaviour Modification Model : Principle of learning is reinforcement. The behaviour that produces positive effects has the tendency to be repeated whereas the behaviour with negative consequences will not be repeated. Thus behaviour modification is based on the law of effect. The law of effect shows how people learn to associate behaviours with specific responses.
   Process of Behaviour Modification:
     The modification of behaviour is a systematic process. The following are the steps involved:
   (a) Identification of Behavioural Problems
   (b) Measure the base line performance
   (c) Analyze behavioural contingencies
   (d) Develop proper intervention strategies
   (e) Measure the resulting behaviour
   (f) Monitor the performance

4. Organizational Change : Change is an inseparable fundamental fact of life. It is the most fundamental characteristic features of the modern organizations. Change is one of the

most critical aspects of effective management. Change is the coping process of moving from the present state to a desired state that individuals, groups and organizations undertake in response to dynamic internal and external factors that alter current realities. (students can write features)

5. Strategic Interventions : This is the new intervention consisting of four steps:
   (a) Analysing current strategy and organising design
   (b) Choosing a desired strategy and organisation design
   c. Designing a strategic change plan
   d. Implementing a strategic change plan
   (relevant matter to be written by the students)

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