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| **C:\Users\ADMIN\Desktop\j.png** | **JAIPURIA INSTITUE OF MANAGEMENT, INDORE**  Post Graduate Diploma in Management (Batch 2021-23) |
| **Course Title: Organizational Change and Development (Course Code: 40331)**  **End Term Examination, Term - VI (April, 2023)** | |
| **Time Duration : 2 Hours Total Marks: 40** | |

***General Instructions*:**

1. *Answer the questions as directed. The break-up of the marks is given wherever necessary.*
2. *Marks against each question is indicated to its right.*
3. *Answer all the questions of a ‘Section/Question’ at one place in continuation.*
4. *Do not write on the question paper except your roll number.*

**SECTION – A**

**Q1 (a).** As part of your team assignment you have researched one organization and its change initiatives.Illustrate upon any two change initiatives that the chosen organization undertook.

**(4+4=8 Marks)**

**(b).** Analyse these two change initiatives in the light of change management models. Conclude how do you think these change initiatives were successful or unsuccessful. **(4+4=8 marks)**

**Q2.** Given below are some examples of organizational development interventions. Identify the category of the OD interventions and describe it in brief. **(2.5x4 = 10 marks)**

a) Continuous process improvement, lean, and six-sigma are other names for total quality management. It is a strategy that prioritizes customer satisfaction to enhance quality and performance. To do this, there is a heavy emphasis on full employee engagement in an ongoing product, process, and workplace culture improvement. One of the best-known companies that utilize TQM is Ford Motor Company. They envisioned greater product development, a more stable environment, efficient management, and increased revenue. The DMAIC (Define, Measure, Analyze, Improve, and Control) process was implemented by Art Hyde, Ford’s then-chief engineer, to find specific problems before it was presented to the consumers.

b) This intervention encourages businesses to make minor, ongoing improvements. The most popular example of ongoing transformation is a learning organization. Businesses that shift away from a top-down hierarchical structure to a learning model are more likely to cooperate, take risks, and grow as well as become more [**competitive in the constantly developing workplace**](https://www.cutehr.io/workplace-wellness-challenge/)**.** Moreover, rather than punishing errors and mistakes, this methodology focuses on experimentation and learning from them.

c) Inter-group interventions are used in OD interventions to promote efficiency and cooperation among a few teams within an organization in achieving a common objective. These interventions typically occur in larger organizations when competing departments are competing just for a few resources or when departments are not aware of one another’s requirements.

d) A corporation that values diversity in the workplace hires individuals of diverse color, ethnicity, age, religion, gender, physical abilities, sexual orientations, and other qualities. OD intervention techniques aim to [**boost diversity in businesses**](https://www.cutehr.io/diversity-in-the-workplace/)since it promotes creativity, productivity, and increased revenue.

**SECTION - B**

**Case Study analyses**

**Introduction:** Sigma Engineering & Construction company a well-entrenched diversified company possessing monopoly in concept to commissioning and construction areas into infrastructure development, steel plants, petroleum refining and petro chemicals, highways etc. due to highly competitive environment was facing acute order crunch. The chief Executive hired a consultant to study the cause(s) of Lower productivity of employees, compromising quality of products and services and consequent low morale of employees.

Background: Sigma Engineering & Construction Company was started way back in 1953 by a couple of enterprising engineers with a capital of 1 crore. The basic training of the 2 engineers had taken place abroad followed by around 8 years’ experience of working in large conglomerates in U.S. & Europe with their sound knowledge of the trade, excellent and credential excellent contacts it was not difficult to get orders form good companies. The company made steady growth for almost 20 years by remaining profit making throughout. As company expanded its operations and ventured into newer domains, its employee strength increased form 150 additional employees to a staggering 2343 employees as on the date when the Chief Executive hired the services of the Consultant.

The organization has come for long way form Joint Ownership Company to a Limited company with a Board of Directors and various stakeholders. Company’s shares are being quoted in the Bombay Stock Exchange & NSE. However, along with the growth, other aspects like pushes and pulls for acquisition of power at the Board level and various for like officers Association and Employees Association (Employees Union) are constantly having a showdown with the Company’s management for garnering a bigger share of incentives for employees.

Amidst these issues, the vital issue which are being partially side tracked and which needs urgent attention are:

i) Technological Upgradation of work processes

ii) Devising appropriate corporate strategies for remaining competitive in the face of onslaught of some MNC’s who are perpetually trying for a larger share of the pie.

iii) Carving more professional company policies and work practices.

iv) Developing a motivating work culture and environments.

The employee productivity is on the decline for various reasons and the chief executive is concerned about various indicators which do not augur well for the organization and is convinced that some immediate steps in the right direction are needed to be taken. He has worked out an Action plan along with his Board Members. One of the areas which needs looking into is the people issues i.e. creating a motivating and invigorating work culture. Hence the hiring of the consultant. The chief Executive has given the scope of study and is waiting for the diagnostic study and the recommendations.

The consultant got down to work immediately and formed groups to start interview process simultaneously at the Head office and various regional offices. Detailed questionnaire have been devised covering all aspects which need to be studied.

1. In the first round all executives were interviewed starting with Top Management cascading down to their perception were noted, observations collated and a draft report prepared.
2. In the second round the Staff and workers were interviewed, their perceptions were recorded; observations for the consultants were also recorded and based on this report generated.

Diagnostic observations from interviews The outcome of interviews with 150 odd executives is summarized below:

i) General morale of employees is low because of a number of non-friendly employee policies of company as also lack of growth avenues. There is a lurking fear that with low order position, some employees may be asked to leave.

ii) Because of low order position often there is not enough work for all which creates a number of uneasy thoughts in the minds of employees:

a) Lack of motivation

b) Fear of being asked to leave

c) Loss of incentives/bonus

d) Erosion of authority

e) Depreciating market value

f) Lowering of image as compared to similarly placed professionals in competing organizations

g) Diminishing sense of self-worth.

iii) Suggestions for improving work practices or technical suggestions from executives at Junior levels or middle levels take endlessly long before these get approved and still longer before implementation. Many a times the decision of top management are imposed recklessly without going into their merits. This makes the entire decision making process erratic and lopsided thus not giving the desired results. This also results in lot of expenditure with a likelihood of is being scrapped altogether at a later date and substitution by yet another not very well thought out decision. This creates a feeling of inadequacy and demoralization in the employees.

iv) The manner in which the decisions are implemented is yet another grey area. Normally a systematic manner of implementation would comprise of step-by-step procedure laid down/documented and not an ad-hoc manner. In the instant case, one finds day top management would take a decision, next day would shoot orders and from third day it would be expected to be implemented. A more systematic manner would have been:

– An idea/suggestion is mooted

– The idea/suggestion would get discussed in a committee like “Suggestions Committee” having senior functionaries from various functional disciplines as members. Once the idea is found to have some worth, its practical feasibility would be studied in the context of organization.

– On the recommendations of the committee the suggestion would then get considered by the concerned department and its practical implementation ability, cost involved how it would impact the organization (whether it would be accepted by larger population), the likely benefits to be derived, its long term inability etc. will be looked into.It would then be put up to the top management for their final approval. Once the approval is accorded then only implementation can be taken up.

As against that, the current prevalent practice in the organization is:

– Top management roots the idea

– They take decision among themselves one way or the other without involving either the concerned department representative or even the officers’/employees associations which makes the decision totally adhoc.

**Q 3.** a) Identify the problem areas from the diagnostic interview exercise **(7 Marks)**

b) List out the strengths highlighted during the interview. **(7 Marks)**