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**End Semester Examination**

Name of the Program: MBA

Semester: IV

Name of the Course: MBA

Course Code: MB402H1

Paper Name: Organization Change & Development

Time: 3:00 Hours

MM: 100

Note:

- (i) This question paper contains two sections.
- (ii) Both sections are compulsory.

**Section – A**

**Q1.** State True \ False for the following statements:

(1 X 10 = 10 Marks)

- a) OD practitioners need to gain clarity about the relevance of change effort to the client system in order to prevent misrepresentation of problem.
- b) Choose positive objective is the part of contemporary action research.
- c) A person who initiates, stimulates, or facilitates a change program is called organization development practitioner.
- d) Creating readiness for change activities involves in "motivating change" for effective change management.
- e) Programmability identity is related to intervention characteristics.
- f) Problem identification is NOT the part of Lewin's change model.
- g) Culture reflects the values, ethics, beliefs, personality and traits of the company's founders, Management and employees.
- h) Going beyond the surface changes to transform the underlying assumptions and values governing organization's behavior is the study of organizational development.
- i) Action research model focuses on planned change as a cyclical process in which initial research about the organization provides information to guide subsequent action.
- j) OD is oriented to improve organizational effectiveness.

**Section – B**

Note:

Answer **all the questions** by choosing **any two of the sub questions** from a, b, c and question 'd' is a compulsory question.

<b>Q.2</b>	<b>(10 * 2 = 20 Marks)</b>	<b>CO 1</b>
a)	Elaborate the characteristics and need of OD.	
b)	Explain the following with suitable examples. i. Anticipatory Change ii. Strategic Change	
c)	Discuss the various external forces of changes with relevant examples.	

d)

**Case let/Numerical (Compulsory) (10 Marks) Go**  
through the case and answer the following questions.

**Change management—A case of Coca Cola Corporation**

Coca Cola is a retailer, marketer and manufacturer of non-alcoholic drinks and is known worldwide for its coca cola beverage. In addition to its coca cola brand, Coca Cola Company offers 500 beverages and non-beverages brands in about two hundred countries. The company was founded by Asa Candler in year 1892. Its headquarter is located in Atlanta, Georgia of United States of America. The company had total net income of approximately 11.8 billion US dollars in year 2010 with total number of employees 139,600 worldwide. Company's brand i.e. Coca Cola stands number one in the list of most well-known brands of the world (Coca Cola company, 2006-2011).

Coca Cola is a type of company that requires making changes in its products and business strategies according to the consumer expectations and external environment. Here in this study we would quote different examples from coca cola Corporation's history and will examine that what were the triggering events for opting the change and what strategies the company developed and implemented in order to successfully going through the transitioning process.

The need for change in an organization is often created by external and internal factors, where external ones encompass governmental laws, labor markets, market conditions, economic scenario etc. and internal factors are the workforce, resources, attitudes of workers and strategy adopted by the organization (Robbins and Coulter, 2008). Coca Cola Corporation is among one of the oldest corporations of the world. It has gone through many internal and external changes since it has been in existence. The company has used techniques of change management in order to survive from the consequences of those events. The company has faced a lot of external changes, for example in world war II, the company was able to manage its existing position at that time and also entered in many new markets and discovered new niches (Coca Cola company, 2006-2011). The company also provided free drinks to soldiers which were the part of its strategy to become a patriotic symbol for the people of the country. Also it boosted the sales, so the company achieved two objectives by carefully planning to respond to that external environmental change. The plants developed by the company in war era helped its expansion after the war.

The present condition of Coca cola Company worldwide is very good. The company is selling its beverages throughout the world successfully. But in some countries, coca cola stores are not as according to the company's main marketing, inventory and efficiency theme. The company is planning to align its performance standards according to its own corporate culture and strategies with the help of a comprehensive change management plan. These changes will be implemented within the business operations and management of the company.

*Change Management at Coca Cola:* Organizational change might be referred to as any change brought about in structure technology or people of an organization. Change in structure is maintaining the span of control, specifying different work roles, redesigning job scenarios etc. Change in technology could be an introduction to new innovative methods for improving the product's quality launched by the organization. While change in people is to bring about alterations

in the way people think and act. It means to modify their behavior towards the betterment of organization (Robbins and Coulter, 2008, p.364).

*Employee engagement:* The recent change management at coca cola is directed towards the intrinsic values and motivations of the employees and can be referred to as 'employee engagement'. The change management process, together with internal branding programs is expected to bring about ideal behaviors in employees, which would align the operations of coca cola worldwide, and bring about efficiency throughout coca cola across all its business segments.

Coca-Cola believes that their business results hinge on the dedication of their employees to operational excellence. The company truly recognizes the importance of the people to the business, and knows that to continue to bring about tremendous results it is bringing in, employees throughout the world should believe in the values intrinsically, and therefore the employee engagement is being focused on all the countries the company serves to align, thoroughly integrate and align the company so that operational efficiency can be achieved.

*Recommendations for Coca Cola Company:*

In the volatile dynamics with which companies operate today, change is inevitable. Therefore, the focus should not be on avoiding change, rather bringing about a smooth transition towards the new change by communicating about the change, and ensuring all parties of the change that it is for the best of all those involved. To successfully implement organizational change of any nature, a specific regards to organizational structure, design, culture, management and leadership is required to see whether the change would make a best fit with the organizational goals and objectives.

First of all the company should ascertain the core problems exist in the company for the change management. The company may develop a change management program for responding to financially uncertain environment of the world. It can also develop change management programs for better operations and logistics. The company can introduce new procedures and technological systems to carry out operations. Programs can be introduced in forms changing company's mission and corporate culture enhancements. For all that, the most essential thing is to train upper management to provide them with specific skills necessary to effectively going through the transitioning process. Following is the brief expression of plans that the company can adopt.

*Systems thinking:* Systems thinking can be used to guide the successful change in the organization. The model is based on an integrative and interactive open system which consists of the variables, attributes, internal relations and environment. The system is based on characteristics like wholeness, interdependence, chain of influence, need for balance and adaptability etc in an open system where communication is seen as an integrated process that facilitates change within the organization.

Several system characteristics are: wholeness and interdependence (the whole is more than the sum of all parts), correlations, perceiving causes, chain of influence, hierarchy, supra-systems and subsystems, self-regulation and control, goal-oriented interchange with the

environment, inputs/outputs, the need for balance/homeostasis, change and adaptability (morphogenesis) and equifinality: there are various ways to achieve goals. Different types of networks are: line, commune, hierarchy and dictator networks. Communication in this perspective can be seen as an integrated process – not as an isolated event.

*Establishing new structure:* It is a well-known fact that Coca Cola Corporation was an entrepreneurial venture started by one person who bought the formula from another firm and laid foundations of that beverages manufacturing firm. Current structure of the coca cola company is simple with minimal labor and management division. New system that can be adopted by the company may be the “machine bureaucracy” which Henry Mintzberg (1992) defined as an organization with clearly defined hierarchy, well defined area of operations, standard operating procedures, proper rules and regulations, well division of labor, formal relationships among the member of organization, centralized decision making, technical competence and standardization of work.

*Reducing employee defiance:* Opposition of change is a common human behavior. Particularly, in the workplace people resist the change in organizational culture, structure and policies. But in order to successfully and effectively implement the change management program, it is important for Coca Cola Company that it should develop strategies to reduce employee defiance to change

#### *Conclusion*

To conclude, it may be said that communication can be a key element to successful change management. Communicate the changes to the employees; tell them why the change was inevitable and how they will benefit from the change. The management should itself adopt a positive attitude towards the change so that employees can follow their lead and welcome the change. Coca-Cola as a company has a heritage of embracing change rather than resist it and it should translate into their future endeavors towards change management to ensure that the organization is best poised to market under all sorts of environmental conditions.

**Q.1** Discuss the various factors responsible for the strategic change Coca Cola Company. Support your answer with relevant examples.

**Q.2** Explain the various recommendations suggested for Coca Cola Company. Also suggest more ideas for the growth of the firm.

**Q.3**

**(10 \* 2 = 20 Marks)**

a)

Discuss Lewin's Process of Organizational Change model in detail.

b)

Discuss the systems model of action research.

c)

“Change does not occur in vacuum. There are a number of factors operating both within and outside the organization which cause the change to take place.” Discuss the relevance of this statement in light with the forces impacting the change.

**CO 2/3**

d)

**Case let/Numerical (Compulsory)****(10 Marks)**

The case "Rise and Fall of Chanda Kochhar" looks at the series of allegations against ICICI Bank's former MD and CEO Chanda Kochhar (Kochhar) that eventually led to her unceremonious exit from the bank after an illustrious career of 34 years. Kochhar joined ICICI Limited in 1984 and played an important role in establishing ICICI Bank during the 1990s. She served as head of infrastructure finance and corporate banking business during the period. Kochhar became a member of the Board of Directors of ICICI Bank in 2001. She led the bank's corporate and international banking businesses during 2005-07. The bank promoted her to Joint Managing Director and Chief Financial Officer in 2007. Kochhar was promoted to the top position at ICICI Bank as Managing Director and CEO in 2009. She oversaw the bank's operations in India and abroad. She also chaired the boards of most of the bank's principal subsidiaries. In 2016, Kochhar came under the lens of multiple revenue and law enforcement agencies after allegations of corruption and misconduct surfaced against her, beginning with a complaint from Arvind Gupta (Gupta), an investor in both ICICI Bank and the Videocon Group. Gupta sought an inquiry into the dealings between Kochhar's husband Deepak Kochhar (Deepak) and Videocon Group promoter Venugopal Dhoot (Dhoot). The allegation came into the limelight in April 2018 with an investigation by The Indian Express confirming a web of transactions between Deepak and Dhoot. Initially, the ICICI Bank's Board of Directors gave Kochhar a clean chit. Following a whistleblower's complaint and a letter written by Deepak to the Board confirming his dealings with Dhoot, the bank's board set up an enquiry committee under B. N. Srikrishna. Amidst the allegations, Kochhar resigned as CEO and exited the Board of Directors of ICICI Bank's subsidiaries in October 2018, much before the bank received the Enquiry Report from B. N. Srikrishna. Following the receipt of the Enquiry Report on January 30, 2019, the Board of Directors of ICICI Bank treated the separation of Kochhar as a 'Termination for Cause' under the Bank's internal policies, schemes, and Code of Conduct, with all attendant consequences, including revocation of all her existing and future entitlements. The Income Tax department, the Serious Fraud Investigation Office, the Central Bureau of Investigation and the Directorate of Enforcement also sought details of the loans disbursed during Kochhar's tenure as MD and CEO and sought the bank's response on the alleged non-compliance with disclosure norms in dealings with the Videocon Group. Kochhar denied the allegations and said that she and her husband Deepak did not share any business details with each other and that she was not aware of his clients. She admitted to the Board that she had come to know about her husband's business dealings only later. She also stated that the loan given to Videocon was based purely on merit. She later challenged the bank's decision to treat her separation as a termination rather than as a resignation.

**Q.1** Critically analyze the types of power in an organization.

**Q.2** Understand the different circumstances in an organization that lead to conflict of interest.

<b>Q.4</b>	<b>(10 * 2 = 20 Marks)</b>	
a)	Discuss the benefits of OD in an organization.	<b>CO 4/5</b>
b)	What do you understand by Organization Development? What are its characteristics and objectives?	
c)	Explain why OD interventions are necessary. What results can organizations expect from OD interventions?	
d)	<p><b>Case let/Numerical (Compulsory) (10 Marks)</b></p> <p>Organizational Development interventions have been instrumental in terms of enhancing value to the customer &amp; employee at Tata Consultancy Services. PROPEL as an organization wide intervention, encouraged sharing of ownership and empowerment to change, as also the sharing of success stories and best practices across the organization. Valuing of employees was institutionalized through establishing processes that enable and enhance individual performance, and lead to empowered project teams.</p> <p>Issue based mentoring was facilitated, with camps and confluences as enabling frameworks. While confluences invested in personal transformation for the employee, camps invested in improving the workspace.</p> <p>Through Scenario building, a collective transformation of dreams and concerns into response capabilities was envisaged. Continuous scanning of environment for opportunities and threats was proactively looked at, to collectively map the business domain of TCS. Goal alignment through cascading of Balanced Score Card concept could be achieved organization wide.</p> <p>There was continuous investment in learning, and an active sharing of knowledge with the aim to convert learning into action. Further, the focus shifted to adding knowledge through delighting every customer. The earlier tendency of self-sacrificing hard work was replaced by a shift of focus to teamwork and valuing of the employee. The OD intervention at TCS helped push self-imposed boundaries and limitations through challenging organizational boundaries and limitations constantly. In a nutshell, the OD interventions at TCS have helped build a culture of fostering systems thinking &amp; creating forums for dialogue, while encouraging leadership at all levels. For the organization at large, OD helped to reiterate the merits of valuing enquiry, expressing differences, and constantly generating new knowledge.</p> <p><b>Q.1</b> Critically analyze various OD intervention at TCS mentioned in the case.</p> <p><b>Q.2</b> Narrate the case with a suitable title for the case. Justify your title.</p>	