

(L)

March 2016

SYBMS (HR)
OP3AGIB

Change
Mgmt.

Marks: 75

Time: 2 & 1/2 Hours

Notes: -

1. Attempt all the questions.

2. All questions carry equal marks.

3. Attempt any 2 out of A, B and C of each question.

Q1. a) What is change? Describe various levels of change. (7.5)

Q1.b) Describe various internal forces that influence organizations towards making required changes. (7.5)

Q1.c) Describe Kurt Lewins change model. (7.5)

Q2. a) Explain the concept of team level change along with distinct behavioural reactions given by individual for team change. (7.5)

Q2.b) Describe the concept of team level change and explain its negative impact. (7.5)

Q2.c) Explain the concept of resistance to change & enumerate various sources of organizational resistance to change. (7.5)

Q3. a) Explain various causes of resistance to change. (7.5)

Q3.b) Write a note on Six Box Model. (7.5)

Q3.c) Explain any three types of OD Interventions with the help of appropriate examples. (7.5)

Q4. a) Explain determinants of a successful change management. (7.5)

Q4.b) Describe systematic approach to change. (7.5)

Q4.c) Enumerate tips for the client in client consultant relationship. (7.5)

Q5. Study the following case and answer the questions given below: (15)

Given below are some instances of women rising to positions just below that of CEO:

Indra Nooyi had the distinction of being the highest ranking Indian woman in the corporate world worldwide. She graduated from the Madras Christian College and IIM Calcutta. Her career started at Mettur Beardsell, from where shifted to Johnson & Johnson. In 1976, she left India to study at Yale University's Graduate School of Management. After obtaining a degree from the university, she worked for the Boston Consultancy Group, Asea Brown Boveri and Motorola. In 1994, she joined PepsiCo and

rose through the ranks to become the CFO in April 2000. In December 2000, she was made the President of PepsiCo.

- 1. Give highlights of the case. (05)
- 2. Define change along with its characteristics. (05)

Naina Lal Kidwai graduated in Economics from Delhi University and completed her chartered accountancy course in 1997. In 1982, she became the first Indian woman to enroll for the MBA course offered by the Harvard Business School. Kidwai's professional career started in the mid 1980s at ANZ Grindlays Bank, where she rose through the ranks. She then joined Morgan Stanley India, and became the head of investment banking in JM Morgan Stanley in 1994. In August 2002, she left JM Morgan Stanley to head the Indian investment banking division of HSBC as the Vice Chairman and Managing Director.

- 1. Discuss the achievements of Naina Lal Kidwai. (05)