

**SVKM'S NMIMS UNIVERSITY**  
**SCHOOL OF DISTANCE LEARNING**  
Programme: *DHRM(I) / PG DHRM(II)*

Subject: **Managing Change in Organisations**

Date: 01-06-09

Marks: 100  
Time : 3 hrs (*11am to 2pm*)

Instructions: Candidates should read carefully the instructions printed on the question paper and on the cover of the Answer Book, which is provided for their use.

NB:

1. Answer to each new question to be started on a fresh page.
2. Figure in brackets indicate full marks.

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Q1. Attempt any 2 out of any 4

(Marks : 10)

- a. Organisational culture is the personality of the organisation. – define organizational culture and its dimension with the example of any one organisation.
- b. Discuss the Iceberg model of Culture
- c. Taking the example of any organisation state why organisations need to change.
- d. Why to organisations resist change ?

Q2. Write Short notes on any 3 out of 5

(Marks : 15)

- a. Lewin's model of Change
- b. Planned and Unplanned Change
- c. Level's of Cultural Maturity
- d. Transformational Change
- e. Issues in change management process

Q3. Attempt any 3 out of 5

(Marks : 45)

- a. Using the PROCESS Model state the culture of your organisation.
- b. What can be done to make change management more effective ?
- c. Describe the various organizational development techniques used in managing change
- d. You are the HR Manager and your company has been acquired by another company, employees are in a panic – what steps would you take to manage employees

Q4. Case Study

(Marks : 30)

You are the HR Head of a 600 Cr Turnover FMCG Company called Tantra. The company has recently acquired a smaller company Mantra. Tantra is a Mumbai based company having an employee strength of 400 employees in the Management Cadre and 2000 employees in the Worker category. Mantra is a smaller organisation with 150 employees in the Management cadre based in Delhi, with a worker strength of 400 people.

- a. You being the Head HR, enlist the steps that you would take to ensure smooth transition of employees from Mantra to tantra
- b. What are the challenges that you envision this acquisition would bring and how would you manage those challenges

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