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**SVKM's NMIMS UNIVERSITY**  
**School of Distance Learning**

**Managing Change in Organisations**  
**DHRM/PGDHRM**

**Date: 30.5.2007**

**Marks: 100**

**Time: 3.00 pm to 6.00 pm**

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Instructions: **Question number 1, which is a case study, is compulsory.** Answer **any 3 questions** from the remaining questions. For answering the case study, make assumptions wherever necessary. Figures to the right indicate marks. All the remaining questions carry equal marks.

**Q. 1. Read the following Case and answer the questions that follow: (40)**

A scientist developed a gas plant for cooking in the village. It reduces the drudgery connected with the usual *chula*, and it is fairly inexpensive to make. It uses cow dung to produce a gas which burns for cooking or for lighting the room. In the process the cowdung is "digested" into a form that is odourless, repellent to flies, and increased in value as a fertilizer. This very useful innovation seems like the answer to a prayer for the Indian villages.

This gas plant was introduced into a block of villages by installing it free in the homes of a number of people who volunteered to try it. It was announced that other people who saw the plant operate and wanted one for their own homes could buy them at a subsidized price. Only a few did so, and after several years the innovation had spread to a very small number of additional homes. Some of the families who had accepted the gas plant free on a trial basis had discontinued using it. The block leaders who had introduced this new, promising device were baffled.

It was decided that a team of social scientists would make a study to find out why the gas plants were not popular. They interviewed those who continued to use the plant, those who had discontinued using it, and those who had not attempted to make the change. They found that the new device required an alteration of the usual pattern of cooking which the villagers could not easily make. The housewife in these villages not only tends to do the cooking and the keeping of the house; she also works in the fields. Normally, before going to the field in the morning, she would light fires in several *chulas*: one for heating milk, one for cooking dal, one for cooking fodder for the cows, one for tea water, and may be one for bathing water. While she was working in the field the slowburning *chulas* were doing their work. When she and her family came in from the field work it was an easy task to finish preparing the meal, by making rotis, feeding the cows, and bathing. The milk was ready to be put away for making curds or ghee. The new gas plant did not fit into this schedule, as it had to be lit and used immediately; it could not be left alone for a long period of time. Also, while the cost of one unit was reasonable for a

villager, to buy several to serve the various functions was beyond his means. And finally, the amount of cowdung required by several gas plants exceeded the normal supply.

Case Questions:

i) Why did the villagers resist the change? How will you eliminate this resistance?

ii) What is the role of a change agent in introducing such innovations? If this innovation is to be successful, what should be done?

Q.2 Discuss the Process of Change in Organizations and the factors that are important for it. (20)

Q.3 Explain the importance of social and organizational culture in bringing about change. (20)

Q.4 Explain survey feedback technique. When should it be used? (20)

Q.5 Examine the concept of evaluation. Who are the stakeholders in evaluation? (20)

Q.6 Describe different models of change, which focus on the individuals. (20)

Q.7) Examine the process of consultant-client compatibility? (20)

\*\*\*\*\* All The Best \*\*\*\*\*