



MB 118 C

III Semester M.B.A. (Freshers) Examination, July 2010
MANAGEMENT
Elective – C : Human Resource
Course – 18-C : Organisational Development and Change Management

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any five** of the following sub-questions. **Each** sub-question carries **two** marks. **(5×2=10)**
- a) Define Organisational Development.
 - b) What are Quality Circles ?
 - c) What is Organisational Mirroring ?
 - d) What is Unfreezing ?
 - e) What do you mean by Interventions ?
 - f) Give examples of second-order change.
 - g) What are cross-functional teams ?

SECTION – B

Answer **any four** of the following. **Each** question carries **five** marks : **(4×5=20)**

- 2. Discuss the OD values which OD practitioners are required to follow.
- 3. List the characteristics of OD.
- 4. What is process consultation ? What are the interventions process consultants use ?
- 5. What are cross transactions ? What is its impact on interpersonal relationship ?
- 6. Identify the different types of change.
- 7. Give a brief account of creative management practices.

P.T.O.



SECTION – C

Answer **any three** of the following. **Each** question carries **ten** marks : **(3×10=30)**

8. Explain in detail Kurt-Lewin's model of change.
9. Discuss the issues in consultant client relationship.
10. Examine the problems involved in research on OD.
11. How can organizations prevent resistance to change ?
12. Explain ways to enhance personal effectiveness.

SECTION – D

Case (**Compulsory**) : **(1×15=15)**

Not too many years ago, Continental Airlines was on its way out of business. It had two bankruptcies in nine years, with no profits since 1978, and a reputation for lousy service. It ranked tenth of ten large U.S. airlines in terms of on-time arrivals, baggage handling, customer complaints, and involuntary denied boardings (aka “getting bumped”). Internally, the company was dysfunctional. Managers were paralyzed by anxiety, and employees were so embarrassed to be working for continental that they tore the company's logo off their shirts. The company went through ten presidents in ten years.

Former consultant Greg Brenneman joined the airline as president and chief operating officer, and he joined CEO Gordon Bethune in engineering a phenomenal turnaround. The Go Forward Plan had four elements : Fly to Win (marketing plan), Fund the Future (financial plan), Make Reliability a Reality (product plan), and Working Together (the people plan).

Continental's new flight plan was not without pain – 7,000 were let go, including managers. Members of the old management team were too busy trying to knock each other off, so they were replaced, humanely and with dignity. A forgiveness campaign was begun in which angry letters from customers were divided among company officers, who called to apologize and explain what they were doing to fix the company. The advertising budget was cut in half. Managers asked customers what they wanted and delivered on it. Planes were painted, interiors



were refurbished. The “meatball”, Continental’s old round, red, ugly logo, was replaced with a blue globe with gold lettering. For improving reliability, two groups were asked to coordinate with each other : those that wrote the flight schedules and those who ran the flight and airport operations. Putting the two groups in charge of their own destiny made them work together.

In the past, employees learned what was going on at Continental through the press. The communication philosophy changed from “Don’t tell anyone anything unless absolutely required” to “Tell everybody everything.” Employees were liberated. The nine-inch-thick “Thou Shalt Not” book was thrown into a 55-gallon drum and burned in the parking lot. Employee compensation was aligned with the company objectives.

As a result, the airline is flying high again. Turnover, sick leave, injuries, and worker’s compensation claims are reduced. Employees no longer tear patches off their shirts-they buy Continental logo merchandise for themselves and friends. COO Brenneman says he learned three turnaround lessons : (1) Fly your flight plan and track your progress; (2) Clean house, and (3) Think “money in,” not “money out”.

Question :

Discuss the scope of change at Continental Airlines.
