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MGMT725 Current final term paper
solved

By

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Paper has 11 questions

5 questions of 3 marks each

6 questions of 5 marks each

Time 2hrs

1) describe adaptive cycle 3marks

Organization adaptation frame-work or model as proposed Miles and Snow contains two major elements:

1. It specifies the major decisions needed by organization to maintain an effective alignment with its environment.
2. This also highlights an organisational typology which portrays different patterns of adaptive behaviour.

Strategic Choice theorists argue that organization behaviour is only partially ordained by environmental conditions and the choices made by top managers are the critical determinant of organization structure and processes. The adaptive cycle is present in all organization, according to Miles & Snow, and it is more visible in new or growing organizations

2) describe intended change 3marks

The intended strategy leads to or has two components; realized and unrealized parts or strategies. The unrealized component is something which is unplanned and not envisaged by planners is also known as emergent strategy. The emergent strategy gives us an idea that a policy or strategy and strategy making phenomenon is not a onetime phenomenon rather is a continuously evolved process keeping in view the

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environmental change and on ground dynamics. Therefore the strategy should be kept flexible enough to incorporate the emergent aspects

It is observed that both innovations and organizations tend to be transformed during the process of innovation. Different and multiple meanings exist for the intended change in the organization and hence the standardization of meanings of change is a problem owing to inappropriate strategy or poor analysis. It is also a common problem that change policy or program gets started with some intent and eventually end up with something else because of the fundamental ways in which changes are transformed by the process of change. Organization also gets transformed in the process. Organizations develop and redefine goals while adapting to environmental pressure; minor changes can lead to larger ones, and initial intent can be entirely lost.

3) Recruitment in strategic change 3 marks

Recruitment

Recruitment is the next phenomena which can cause a change in organizational strategy. In recruitment two sorts of policies normally practiced in organizations:

- Whether to hire from within
- Hire from without (from market or industry)

Hire from within is a policy best fit when the nature of the organization is quite conservative or cultural sensitivities are involved in organizational functioning. These things make an organizational structure stagnant in terms of learning, mechanistic and more bureaucratic. On the other hand hiring from market policy opens horizon of creativity, new values, and styles and, of course, new conventions.

4) when planned change suited 3marks

Planned change is suited when organizations operate under constant conditions, and they can move in a pre-planned manner from one stable state to another.

5) Cognition learning approach and social learning approach 3 marks

The cognitive learning phenomena, at the first instance, depend on one's exposure, analytic and interpretive ability, and inferences. Secondly, the social learning phenomena depend on one's own around or environment and chances attributed to people rather on self.

The cognitive learning approach normally leads to an autocratic or dictatorial style in managing and leadership. While, social learning approach is for participative decision making and value sharing in organizations. In general practice, it has been found that there must be a balance required between the two approaches for effective learning and leading in different situations. Thus, the productive enterprise is the one that fits the best among both.

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6) Diagnosis change situation of strategic change 5 marks

Diagnosing the Change situation

- Types of Strategic Change
- The Importance of context
- Organization culture
- Force field analysis

7) Technology importance in implementation of change

8) Elite role for transformational change and example 5marks

Values of elite – instead of non-elite are required for radical transformation. This type of transformation will not occur unless elite value structure is compatible with prescribed change plan. The forces for change can come from the individuals themselves (normally the organizational elite) in addition to the environment external to the firm or from within the organization. Therefore, the role of elite is the most decisive and critical in bringing change in organizations. Otherwise any dissent can bring a deadlock or a crisis like scenario in organizations.

For example, International Standard Organization (ISO certification) unless the most powerful people at the top like owners, shareholders, or senior executives agree for the certification mere training and documentation is futile because elites have the authority, rigor and, what Kurt Lewin termed as driving force for implementing a qualitative change in organizations.

9) Organization climate and org culture 5 marks

Organizational Climate and Organizational Culture:

This model also distinguishes between organizational climate and organizational culture. Organizational climate is defined as people's perception and attitude that strongly affected by organizational conditions (e.g., systems, structure, manager behavior, etc). The resultant psychological state could be good or bad, friendly or unfriendly, hard-working or easy going. These perceptions are relatively easier to change because they are built on employee's reaction to current organizational and managerial practices

The concept of culture, drawn from anthropology by authors, is meant to describe the relatively enduring set of values and norms that underlie a social system. These underlying values and norms may not be entirely available to one's consciousness. They are thought to describe a "meaning system" that allows members of that social system to attribute meanings and values to the variety of external and internal events that are experienced. Changing culture is much more difficult than changing climate.

When we describe culture as the underlying values and meaning systems of an organization, we describe those forces that create the dimensions of climate, those underlying ideas and images around which specific attitudes and behaviors cluster. Thus, when we attempt to alter the organizational culture, we

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change the climate framework (i.e. the gauge by which organizational members perceive their work climate).

10) Typology of transformation dunphy approach 5 marks

Dunphy used the following typology for the causation for revolutionary change

Environmental Creep:

The environment itself may be changing incrementally and in ways become imperceptible to managers. Therefore the degree of change over time may be large and require major re-adjustment

Organizational Creep:

The organization itself may move out of strategic alignment with an environment which remain relatively stable

Diversification, Acquisition, Merger, Shut downs:

Diversification, for example, often involves a major structural shift from a functional to a divisional structure. Because the structures are radically different, incremental change over is often not a realistic possibility. Same is the case with acquisition, merger and shut down as large scale additions or subtractions also preclude incrementalist approach.

Industry Re-organization

An organization may be adjusting appropriately with an industrial structure but what if that structure itself may be altered dramatically. For example deregulation or nationalization, opening of borders and signing trade liberalization treaties like WTO are few examples of introducing discontinuity in industry environment

Major Technological Breakthroughs

Organizations might have invested too much in current technology while major new technology break through occurs; which may dramatically change production costs. This creates problems for old org with older technology while creating potential for new investors e.g. mini-mills in the steel industry

11) Leader role 5 marks

The attributes of a leader as someone who is a visionary, true communicator – a communication which touches heart and full of empathy and commitment – who stands committed and can have feelings of others

Innovator

Decision maker

Communicator

Organizer

Monitor

Appraisers

12) Dimension of strategic change?

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Essential dimensions of strategic change are context, content and process of change

1. **Context on X-axis (Why of change)**
2. **Context on Y-axis (What of change)**
3. **Process on Z-axis (How of change)**

13) Levels of accountability?

Accountability phenomena works at two levels: at extraneous level and at internal level.

At extraneous level, the organization held accountable to individual, to a group or groups of people, to government, and ultimately to society. This is reactionary and legal way of accountability. At intra organizational level, there must be some restraints or checks that can held accountable to individual level and department's level, at business level and at corporate level. The objective here is that, morality should be generated from within the organization.

14) Difference between change management and organization development?

OD deals with the internal dynamics of the organization which sometimes identified as 'Organomics.' From the post World War - II era until early 1980s, the OD discipline proved itself to be very successful amongst organizations' strategists, consultants and management practitioners. But it has lost its vigor, enormity and strengths from early 80s because of emerging changes and challenges external to organizations such as oil crisis and regional wars. In the wake of this Change Management has emerged as more comprehensive and profound discipline for dealing with intricacies of both internal and external environment

11) Discuss "Pre-action barriers" faced by the organizations which are not ready to accept change Marks – 5

- **Avoidance**

People in the organizations especially top managers cannot move away from their tested ways of doing business as they do not believe that the world has changed. In other words this is a kind of success trap for individuals who are unable to differentiate environment and situations and believe that with same set of knowledge and skills they can counter each and every situation.

- **Indecision**

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Even when the need for change is understood no one may know what the best strategic direction to follow is. This is the problem of too many options and alternative on one hand and the problem of leadership and decision making amongst competing and splintered leadership.

- **Poverty**

Firms may find themselves needing to undertake radical change at the same time as their financial results are poor. At the same time the cost of investment is very high especially in going for technology driven solutions. The other examples are licensing, maintenance, up gradation and training etc.

- **Insularity**

The individuals in power in the organization are those whose life experience has been in creating that which now has to be destroyed. High powered leadership (isolated from people) are least equipped to be the leaders of transformation

- **Inability**

The management of major change program or organizational transformation is a demanding task and relatively few leaders have the necessary prowess. It is unlikely that managers who have spent years managing steady-state organizations will have the appropriate skills and values to lead transformational change.

12) Scenario base on component of strategies?

Strategic planning

Man lives by his imagination and so is the case with organisation. The success or failure depends upon a particular set of belief or assumptions about the world, and in the fact how our belief or assumption is closer to the real world. And planning is nothing but systemic allocation of words and numbers to such assumptions. There are three components of planning:

- 1) Concerned with future state of the world and hence to predict about it.
- 2) Preferred future status underlying value system
- 3) A choice among two or three behaviour pattern (plans) for the firm's activity (means) (Doubt)

13) Scenario base: As a change management consultant; which values you will transform into your desired change?

14) Types of PE approach?

P-E model suggest four types of organizational change

1. Fine tunings – ongoing process of finding fit or matches between strategies, structure, people processes.

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2. Incremental adjustment (Quinn's model)
3. Modular transformation – major re-alignment of one or more departments or divisions.
4. Corporate transformation – radical shift in strategy and rev changes in whole organization

15) Technology innovation act as a trigger in change management?

Technological innovations

In today's world perhaps the most frequent and common trigger for organizational transformation is technology. This transformation occurs on account of revolutionizing production process, informational and communication technologies or other processes such as demand management, order fulfillment. It is the technological innovation perceptibly lead to increased efficiency in value chain activities, especially in primary and support activities of the value chain.

16) Prospectors as an organic structure?

Administrative problem for prospector is how to facilitate and coordinate (rather control) numerous and diverse operations? Solution for this problem for prospector lies in having organic-structure process mechanism. Therefore top management is dominated by R & D and marketing experts, planning is broader rather than intensive, and oriented towards results not methods. The prospector's structure is characterized by low degree of formalization, decentralized control, lateral and vertical communication, etc.

17) Engineering problems of Analyzer?

The duality of analyzer's domain is reflected in its engineering problem and solution. The main problem for analyzer is how to be efficient in its technology which a stable portion and to be a flexible in changing portion? The organization must learn how to achieve and protect equilibrium between conflicting demands for technological flexibility and for technological stability.

This equilibrium is accomplished by partitioning production activities to form a dual technological core. Stable component resembles the defender's technology functionally organized, routinized, standardized and mechanized while flexible technological component resemble the prospector's technological orientation – functionally decentralized and organic.

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- Hire from without (from market or industry)

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- 19) Critical ingredients in the implementation of strategic and cultural changes in an organization are skills and abilities of organization's leaders. How can they utilize these skills and abilities to overcome strategic and cultural challenges? Marks – 5

Interpersonal skills and abilities

- 20) People who involved in change process are more satisfying and complacent than from those who actually are not involved. Do you agree or not? Give reason. Marks – 5

- 21) Discuss "Pre-action barriers" faced by the organizations which are not ready to accept change Marks – 5

- **Avoidance**

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- **Insularity**

The individuals in power in the organization are those whose life experience has been in creating that which now has to be destroyed. High powered leadership (isolated from people) are least equipped to be the leaders of transformation

- **Inability**

The management of major change program or organizational transformation is a demanding task and relatively few leaders have the necessary prowess. It is unlikely that managers who have spent years managing steady-state organizations will have the appropriate skills and values to lead transformational change.

22) How can you distinguish incremental change from radical change? Marks – 5

Adaptive Change (Incremental change)

Adaptive changes are incremental and evolutionary in nature, analogous to the concept of “working in the system” – more directed towards changes and management on day-to-day organizational transactions.

Generative Change (Radical Change)

Changes which likely to entail a quantum break through, generates essentially a new ways of doing things. Revolutionary in nature and also referred as transformation “Working on the system”

23) Discuss the role of elite in bringing about transformational change with the help of an example. Marks – 5

Values of elite – instead of non-elite are required for radical transformation. This type of transformation will not occur unless elite value structure is compatible with prescribed change plan. The forces for change can come from the individuals themselves (normally the organizational elite) in addition to the environment external to the firm or from within the organization. Therefore, the role of elite is the most decisive and critical in bringing change in organizations. Otherwise any dissent can bring a deadlock or a crisis like scenario in organizations.

24) What is force field? Explain

Force field Analysis

We have earlier talked about force field analysis. A force field provides an initial view of change problems that need to be tackled, by identifying forces for and against change. More relevant questions in this context can be asked like the followings:

What aspects of the current culture might aid change in the desired direction, and how might these be reinforced? What aspects of the current culture would block such change, and how can these be overcome? What needs to be introduced or developed to aid change? Johnson and Johnson have identified a generic example of force field analysis as pushing forces and resisting forces:

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Pushing forces

High quality service
Ethos of hard work
Flexibility
Devolved services

Resisting forces

Work load / Overload
Fire fighting
Departmentalism
departmental barons
Formality of management
Stories of good old days
Blame culture
Deference

25) How Turf protections affect change implementation?

Turf protection – hiding behavior

Turf protection means favoritism or protection of individuals or a group or groups who have some vested interest with change process. For instance, the protection for those ones:

(1) Who are nonperformers or

(2) May be for those who are loyalist toward change initiators. The turf protection, therefore, leads an organization towards failure in change implementation. In the context of developing countries, for instance, where we have seen a more personalized style of management, the turf protection culture is more prominent and highly lucrative.

26) Define Technological breakthrough? What is importance of it?

Major Technological Breakthroughs

Organizations might have invested too much in current technology while major new technology break through occurs; which may dramatically change production costs. This creates problems for old org with older technology while creating potential for new investors e.g. mini-mills in the steel industry

27) If an organization has decided to increase its production which learning approach will be suitable for management of the organization? 5

Social learning approach is more suitable

28) Explain Theory of action

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Teleological Theory

29) Adaptation and Strategic management

Adaptation and Strategic Management

Adaptation in one respect can be identified as strategic management as well. Therefore some scholars define strategic management as the process of continuously adapting to the changes in a firm's environment is called strategic management. According to Scott and Greiner too, "strategic management is not only needed to cope with changes in firm's external environment but also to cope with changes caused by processes internal to the firm (Scott, Greiner)". While to Ansoff the question is how do we configure the resources of the firm for effective response to unanticipated surprises? This leads us to the recently developed perspective of strategic management known as Resource Based View (RBV).

According to Cyert and March, "The successful strategy itself would be a destabilizing influence (effect) on that strategy because of the surplus or slack" Because as the firm enjoys success generates surplus (of profits and resources) as a consequence and can therefore seek new activities and strategies (expansion in newer areas) which is destabilizing in nature. Nonetheless a distinction has to be made between strategies of action triggered by "changes in the external environment" and a "strategy of structure". Hence the bigger question for Ansoff is, "how do we configure the resources of firm for effective response to unanticipated surprises"

30) Difference between transformational and transactional leader

1. Transformational leadership, which explains value-based, visionary, emotional, and charismatic leader actions, predicated on the leader's symbolic power
2. Transactional leadership, a quid pro quo influencing process based on reward and coercive power

31) If a firm wants to be innovative, it may experience certain difficulties. Discuss those difficulties.

Poor mission definition

Poor Objective definition

Misalignment between internal strategy and structure and external environment

Miscommunication

32) Pettigrew and Whipp's what organizational factor affect process of change?

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Andrew M Pettigrew, one of the leading management scholars, who proposed that change should not be considered only in terms of the processes, but should also be considered from the historical, cultural, and political features of the organization. His model reveals a continuous interaction between the context of change, process of change and content of change. He defines context as why and when of change, and is constituent of outer context and inner context. The outer context refers to prevailing economic circumstances whereas inner context is concerned with internal influences such as resources capabilities, structure, culture, and politics. Content is defined as what of change, and is concerned with areas of transformation. While “process” is described as how of change. This refers to actions and interactions of the various stakeholders as they negotiate proposal for change. The model is useful for understanding complexities of organizational change even for smaller and ordinary level of change.

33) What are the two basic assumption of Greiner model?

First assumption is organisations are rigid, bureaucratic, control-centric, and centralised entities. Second, organisations fail to see that the future success of an organisation lie within their own organisation, and also fail to assess their evolving states of development. Therefore inability of a management to understand its organisation development problems can result in organization becoming frozen in its present stage of evolution (failure to evolve) regardless of market opportunities.

34) What are the emergent strategies?

The unrealized component is something which is unplanned and not envisaged by planners is also known as emergent strategy. The emergent strategy gives us an idea that a policy or strategy and strategy making phenomenon is not a onetime phenomenon rather is a continuously evolved process keeping in view the environmental change and on ground dynamics. Therefore the strategy should be kept flexible enough to incorporate the emergent aspects

35) How can we differentiate between continues and incremental changes as suggested by Burnes?

Burnes (2004) identifies continuous change as the ability to change continuously in a fundamental manner to keep up with the fast-moving pace of change. He refers to incremental change as when individual parts of an organization deal increasingly and separately with one problem and one objective at a time.

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36) Explain the momentum in the term of organization change?

Momentum

A relevant definition of concern is momentum which means for long periods of relatively stable, slow and predictable organizational interspersed with short and intense periods of massive changes in momentum within the organization. To Miller and Freisen, long periods of the maintenance of a given configuration, punctuated by brief periods of multi faceted and concerted transition

37) How can you differentiate organization learning from individual learning? 5

38) How can conflict in an organization leads to serious dysfunction? 5

It decreases productivity or organization

39) What do you know about the organization adaptation process? Explain with the help of an example? 5

40) Why manager should adopt reactive rather than proactive mode while coping with discontinuous change in organization? 5

Managers live in a world operated by both determinate forces which act as constraints and also scope for exercise of managerial choice. Here our concern is that discontinuities arise which are often beyond the capacities of managers to sense and act upon, particularly given that managers are members of a dominant coalition with an historically conditioned model of reality. To the extent that managers can be powerless to change external forces that may also be unforeseen, and can be trapped in to a fixed mindset, they will be forced into a reactive rather than proactive mode. Their culture ordinarily is identified as of a bureaucratic one which is based on tight and narrowly defined rules, procedures and following precedence. Therefore in such a scenario managers and power elites in the organizations are least motivated or internally driven for change. Hence in such cases the need is to have externally imposed change. This is considered the only way to bring the organization back into fit with its environment.

41) If an organization has decided to increase its production which learning approach will be suitable for management of the organization? 5

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Social learning approach is more suitable than cognitive learning approach

42) Do you think that forced change on workforce should be successful in the organization? Discuss. 3

No, we cannot force change on members of organization. If we do so then its impact will be temporary and it soon become absolute. It also faces strong resistance and it will bring bad effect at productivity. People not willing to change will try to bring as many as possible barrier in the way of change. And soon after the retirement or transfer of any key change advocate organization will move to previous state.

43) Define adaptive cycle? 3

Organization adaptation frame-work or model as proposed Miles and Snow contains two major elements:

1. It specifies the major decisions needed by organization to maintain an effective alignment with its environment.
2. This also highlights an organisational typology which portrays different patterns of adaptive behaviour.

Strategic Choice theorists argue that organization behaviour is only partially ordained by environmental conditions and the choices made by top managers are the critical determinant of organization structure and processes. The adaptive cycle is present in all organization, according to Miles & Snow, and it is more visible in new or growing organizations

44) How strategic formulation supports to organizational culture change? 3

To make strategy successful, alignment between strategy and structure is important.

45) What steps can bring organizational culture change? 5

In general, the process of culture change must include the following steps:

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- Uncover core values and beliefs. These may include stated values and goals, but they are also embedded in organizational metaphors, myths, and stories, and in the behaviours of members.
- Acknowledge, respect, and discuss differences between core values and beliefs of different subcultures within the organization.
- Look for in-congruencies between conscious and unconscious beliefs and values and resolve by choosing those to which the organization wishes to commit. Establish new behavioural norms (and even new metaphor language) that clearly demonstrate desired values.
- Repeat these steps over a long period of time. As new members enter the organization, assure that they are surrounded with clear messages about the culture they are entering.
- Reinforce desirable behaviour.
- It's clear that culture change is an ongoing process, so it's very hard to identify organizations that have "completed" a successful culture change.

46) What is OD role in the context of change? 3

47) What do you know about Marvin 6-Box model? 5

6 boxes contain

Purposes

Structure

Leadership

Relationships

Rewards

Helpful

48) As a CEO of company you have to diversify your products in different entertainment products, which component of strategy you should focus for this? 5

49) Span of control mean, how many workers under one supervisor, generally there are narrow and wide span of control which one is more effective? 5

Narrow span of control leads toward mechanistic structure where control is important.

Wide span of control leads towards organic structure where differentiation, innovation etc are major values.

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- 50) Organization climate and organization culture important in the context of change, what are the organization values? 5
- 51) How would you critically analyze the plan change model which is given by ballet and bat? 5

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