

[This question paper contains 6 printed pages.]

2016

Your Roll No.

MHROD/IV Sem.

A

Course 641 – MANAGEMENT OF TRANSFORMATION

Time : 3 Hours

Maximum Marks : 70

*(Write your Roll No. on the top immediately
on receipt of this question paper.)*

Attempt all questions.

All questions carry equal marks.

1. "Charismatic Leaders may or may not be transformational." Critically evaluate the statement with the help of suitable examples.

OR

"Leadership from within can't be developed in a person who is not willing and his locus of control is external." Critically evaluate the statement. Also write a detailed note on steps for developing leadership from within.

2. "Sickness of an organization always gives symptoms before actually an organization becomes sick." Elucidate. Write a note on the causes and symptoms of sickness in an organization and explain with suitable examples.

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OR

"Once an organization becomes sick then it becomes very difficult to turnaround sick organization." Comment. Give examples from corporate world to support your answer. Also discuss behavioral, economic, and technical issues in turnaround management.

3. Assume that you have been appointed as the Consultant by the University of Delhi for identifying the processes which should be reengineered in the Faculty of Commerce and Business of the University of Delhi.

- (a) List at least five processes that you think requires reengineering.
- (b) Make a flow chart of one of the processes answered in part (a).
- (c) Make a flow chart of the desired process that you have answered in (b).
- (d) What will be the impact on structure, technology and/or people?

OR

- (a) Distinguish between NISHKAM KARMA and SAKAM KARMA

- (b) Compare and contrast Continual Improvement and Breakthrough Performance Improvement with suitable examples.
4. Write short notes on any **two** of the following :
- (a) Five steps methodology to implement Business Process Reengineering
 - (b) Innovative Technology
 - (c) Problems of Technology Transfer
 - (d) Role of BIFR
5. Read the following Case Study and answer the questions given at the end :

The Zoological Society of San Diego has done more than most businesses to transform itself into a 21st century organization. It deserves to be seen for its management as well as for its spectacular collections of beasts and birds.

With 1,200 year-round employees, \$75 million in revenues and five million visitors a year, the San Diego Zoo and its Wild Animal Park make a sizable outfit whose competitors – among them Walt Disney and Anheuser-Busch, owner of nearby Sea World – are real gorillas. Also, as a world-renowned scientific and conservation organization, the zoo must maintain

high technical standards and a Caesar's-wife purity on environmental and other issues.

The zoo is steadily remodeling to show its animals by bioclimatic zone (An African rain forest called Gorilla Tropics, or Tiger River, an Asian jungle environment) rather than by taxonomy (pachyderms, primates). As displays open — three out of ten are finished — they are fundamentally altering the way the zoo is run.

The old zoo was managed through its 50 departments: animal keeping, horticulture, maintenance, food service, fund raising, education, and others. It had all the traits of functional management, says David Glines, head of employee development. Glines started out as a groundsman, responsible for keeping paths clear of trash. If he was tired or rushed, Glines remembers, "sometimes I'd sweep a cigarette butt under a bush. Then it was the gardener's problem, not mine."

The departments are invisible in the redesigned parts of the zoo. Tiger River, for instance, is run by a team of mammal and bird specialists, horticulturists, and maintenance and construction workers. The four-year-old team, led by keeper John Turner, tracks its own budget on a PC that isn't hooked up to the zoo's mainframe. Members are jointly responsible for the display, and it's hard to tell who comes from which department. When the path in front of an aviary

needed fixing last autumn, the horticulturist and the constructions man did it.

Seven people run Tiger River; when it started there were 11, but as team members learned one another's skills, they decided they didn't need to replace worker who left. (P.S.: They're all Teamsters union members.) Freed from managerial chores now handled by teams, executives can go out and drum up more interest in zoo.

Any effect on business? Southern California tourism took some hits in 1991 – first from the Gulf war, then from the recession – but the San Diego Zoo enjoyed a 20% increase in attendance. Part of the reason is price: At \$12 it costs less than half as much to enter the zoo gates as it does to get into Disneyland.

Zoo director Douglas Myers credits employees' sense of ownership. Says he: "I told them recession is coming; we're going to target our marketing on the local area alone, and we're going to ask all our visitors to come back five times – so each time they'd better have more fun than the time before. The employees came through."

Questions :

- (a) How has the San Diego Zoo adopted a process perspective ?

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- (b) Contrast the process management approach used by the zoo with the traditional functional management viewpoint.
- (c) How has the individual behavior changed since the transformation? Give examples.
- (d) What new roles can top zoo executives now perform? What were they previously doing that they don't need to do as much now?
- (e) How should the success of the zoo's transformation be measured?