UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, Dec 2022

Course: Organizational Change & Intervention Strategies **Semester: 5**
Program: BBA (HRM) **Time: 03 hrs**
Course Code: HRES 2007 **Max. Marks: 100**

SECTION A
10Qx2M=20Marks
Note – Fill in the Blanks (One word answer)

S. No.		Marks	CO
1	_____ tactic of making people accept the change is utilized in the end when people are not at all ready to accept the change	**[2]**	**CO1**
2	A change that is comprehensive, and irreversible is called _____	**[2]**	**CO1**
3	The individuals who are given the responsibility to plan and implement a change are called _____	**[2]**	**CO1**
4	An organization where change is always ongoing, and people are 24x7 busy in accepting the change is called _____	**[2]**	**CO1**
5	Individuals who take an innovation and actively and enthusiastically promote the idea, build support, overcome resistance, and ensure that the idea is implemented are called _____	**[2]**	**CO1**
6	Rethinking and redesigning organizational processes to produce more uniform products and services is called _____	**[2]**	**CO1**
7	As per two factor theory of motivation job security is a _____ factor	**[2]**	**CO1**
8	The model of change that says that all organizational variables are inter linked, and it is impossible to change one single variables without changing the other variables is _____	**[2]**	**CO1**
9	What an organization ultimately strives to become is called _____statement	**[2]**	**CO1**
10	_____ OD intervention seeks to identify the unique qualities and special strengths of an organization, which can then be built on to improve performance	**[2]**	**CO1**

SECTION B			
4Qx5M= 20 Marks			
Q11	Briefly explain the Kurt Levin three step model to implement change, citing relevant practical example(s). What are the criticisms of this model?	**[5]**	**CO2**
Q12	What is System's Model to implement change? Explain the application of the model.	**[5]**	**CO2**
Q13	What is planned change? Briefly explain the steps involved in planned change?	**[5]**	**CO2**
Q14	Differentiate between single loop and double loop learning? Explain the areas in which single and double loop learning is implemented.	**[5]**	**CO2**
SECTION-C			
3Qx10M=30 Marks			
Q15	A large global software giant feels that the developers who are employed by the company must always be in transition, i.e must always be ready to adapt new technology, and must always be in the process of change. The company wants to create a culture of Learning Organization. Explain how the company may utilize The Continuous Change Process Model of Organizational Change for this purpose.	**[10]**	**CO3**
Q16	A bank has developed an App, to be used by the customers and also by the employees. Many of the employees of the bank are accustomed to using bank software for recording financial transactions rather than the app. And therefore, the employees of the bank are opposing the new proposal to use the App. Explain how the bank use Kotler's eight step model can to implement this change.	**[10]**	**CO3**
Q17	In a company the levels of conflict among employees are very high. Employees distrust each other, are busy in back biting, and are largely involved in political behavior to attack each other. Upon a recent survey conducted by HR of the company, it was revealed that the cohesiveness among the employees is very low, and that is why all team activities fail. The company decides to go for OD interventions to solve this problem. Which two OD interventions could the company use? How will these interventions be implemented (Explain the process of implementation)	**[10]**	**CO3**
SECTION-D			
2Qx15M= 30 Marks			
	Victor is the head of a division in a state agency. He has been in his management position for 15 years and has worked his way up to his current position. Throughout his career, he has seen many people leave and join the department. He has stayed because he enjoys public service and working with familiar faces in the agency. He also knows that he brings his many years of experiences in a public agency to the table when solving problems. His personality fits the working environment of a state agency; he likes working with the familiarity of rules and procedures. Victor is proud of his service, but he is really looking forward to his retirement, which, for him, is not coming soon enough. Within the last few years, lots of changes have occurred on a department level that is also changing much of the familiar procedures, rules, and norms that Victor has been accustomed to during his 25 years in the department. Some of these changes include hiring younger staff, reorganization of job		

	responsibilities, performance plans to increase staff competencies and skills in new areas, and recent layoffs to help balance the budget. As part of his attempt to make his mark on the division, and to bring in past experiences that he thinks can be of value, Victor proposed numerous ideas for the division at a staff meeting. He proposes a more cohesive way of working with others, more team-based responsibility allocation, and 360 degree performance appraisal system. His staff—*which, in recent years, has become increasingly more diverse in demographics and cultural backgrounds*—suggests improvements and changes to his ideas. They are not so sure that his changes are the most appropriate given the overall strategic directions of the department. Furthermore, they are not sure how they can implement strategies when the ideas call for outdated resources and technology. Some of the younger staff members are more vocal and mention recent trends and practices in strategic thinking that could be more beneficial to accomplishing the division goals. Victor views these suggestions as attacks directed at him and as resistance on the part of the staff. He feels like every time he makes a suggestion, he is thrown a fierce resistance from one of the younger staff members. Why is this happening to him now? He knows he has to manage this. He cannot let this type of dynamic go on for an additional five years—or could he?		
Q-18	What are the issues that Victor is facing? Diagnose the case study for several problems that Victor is facing?	[15]	CO4
Q-19	Explain what should Victor do to convince his team members that the proposed changes he is making could be better accepted by the team members? How should Victor face this resistance to change?	[15]	CO4