

<b>Name:</b>	 <b>UPES</b> <small>UNIVERSITY OF TOMORROW</small>
<b>Enrolment No:</b>	

<b>UNIVERSITY OF PETROLEUM AND ENERGY STUDIES</b>	
<b>End Semester Examination, December 2023</b>	
<b>Course: Organizational Change &amp; Intervention Strategies</b>	<b>Semester: 5</b>
<b>Program: BBA (HRM)</b>	<b>Time: 03 hrs</b>
<b>Course Code: HRES 3016</b>	<b>Max. Marks: 100</b>

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

S. No.		Marks	CO
1	Any planned change starts with _____	[2]	CO1
2	A change that is forever, i.e. irreversible is called _____	[2]	CO1
3	_____ are the individuals in an organization who are given the responsibility to lead a change	[2]	CO1
4	_____ organizations are one, where change is continuous, and ever happening	[2]	CO1
5	In recent times _____ step in the Curt Levin Three Step model, is considered of no use.	[2]	CO1
6	_____ OD intervention is based on redesigning any organizational process	[2]	CO1
7	As per two factor theory of achievement need is a _____ factor	[2]	CO1
8	_____ model of change says that it is impossible to change one part of the system without affecting others.	[2]	CO1
9	_____ Statement of an organization contains what an organization is created for	[2]	CO1
10	OD intervention that enhances cohesiveness among team members is _____	[2]	CO1

<b>SECTION B</b>			
<b>4Qx5M= 20 Marks</b>			

Q11	Describe the Continuous Change Process Model to implement change, citing relevant practical example(s). What are the situations and circumstances where this model is the most effective model to implement change?	[5]	CO2
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Q12	What is Kotler's Eight Step Model to implement change? Critically examine this model and identify limitations in the model.	[5]	CO2
Q13	Differentiate between planned change and unplanned change, citing relevant practical examples. Explain in which situations planned change is implemented.	[5]	CO2
Q14	Who is a change agent? What are skills/ qualities of a successful change agent?	[5]	CO2
<b>SECTION-C</b> <b>3Qx10M=30 Marks</b>			
Q15	A leading cigarette brand in India has recently launched a chain of e-cigarette product range. The company claims e-cigarettes are less injurious to health as compared to traditional fired cigarettes and is also non-habit forming. Explain how the company may utilize The Curt Levin Three Step Model of Change to change customer smoking habits?	[10]	CO3
Q16	A leading University in north India is concerned about the quality and quantity of placement outcomes for its passing out undergraduate and post graduate batches. The quantity of placement is measured in number of companies visiting the campus for placements, and number of offer letters presented to the students, while quality of placements is reflected in brand image of the company visiting the campus, and average package offered. Explain how the University may utilize System's Model of Change for this purpose	[10]	CO3
Q17	A leading auto manufacturing company in India is facing the problem of wastage and scrap. In a recent audit report it was found that the total scrap and wastage was a staggering 10% of the total cost. 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
<b>SECTION-D</b> <b>2Qx15M= 30 Marks</b>			
	<p>Julia, who is 26 years old, recently graduated from the University of Chicago with her master's degree in social work. She is a confident young woman who is used to making quick decisions, and she greatly values her independence. She graduated at the top of her class and, throughout her course of study, was known by her peers and professors as a "go-to person" for resolving conflicts and finding strategic, innovative approaches to social work. She is highly motivated and passionate about social justice and social change issues, particularly those involving poverty and housing.</p> <p>She has high expectations in her career as a social worker and has found a job working with a local nonprofit organization that provides transitional housing to people who are homeless. Her boss, Joanne, holds her in high regard, but now, in her second month of the job, Julia is increasingly annoyed by her boss's constant micromanagement and questioning of her decisions. "Come to me before you make a major decision. I don't want you to move so fast on your own," Joanne says.</p> <p>Julia asks, "Have I made any mistakes so far?" "No," Joanne retorts, "but I feel that you need to check in with me before you move on with some projects. You've only been here for two months and there's a lot of stuff you still need to learn."</p>		

	<p>“Well, tell me what they are. I’m eager to learn everything so I can do my job better,” Julia replies.</p> <p>“I don’t think you’re ready yet. There’s a lot to learn about this job. Believe me, I was like you, too, when I was younger, but over the years I’ve learned that it takes time and patience to do this work. It’s fast paced and working in this field can be emotionally draining. We just can’t afford to make mistakes when we do this work.”</p> <p>Julia cannot believe what she is hearing. Here she is, eager and motivated to take on more work, and Joanne says that it is too overwhelming. She thinks, “<i>What kind of work environment is this that won’t let me use skills and knowledge?</i>”</p> <p>This week, Julia is furious. She worked on a presentation for a major donor and prepared a report about the progress of the organization’s clients, for which Joanne commended her. Nevertheless, she was told bluntly that she could not be a part of the donor meeting. “This is ridiculous,” Julia thinks. “I’m moving on. I’ll stay here until I get something better, but I sure am going to start looking around.”</p>		
Q-18	<p>It is evident from the case that Joanne wants Julia to change her working style from being more fast paced and head-on working style to being more thoughtful and more learner based style of working. Why is Joanne not able to convince her? Find faults in Joanne’s ways of handling Julia. What can Joanne do better?</p>	[15]	CO4
Q-19	<p>Resistance to change is complex and more difficult to handle when the emotions and feelings of individuals are involved. If Joanne wants Julia to change her working style, it would be non-surprising for Julia to resist. Analyze Julia’s resistance to change. What type of resistance is this? What can be the potential root causes of this resistance? How will Joanne cope with this?</p>	[15]	CO4