Name: Enrolment No:	UPES UNIVERSITY OF TOMORROW

UPES
End Semester Examination, May 2024

Course: Managing Change and Transformation   Semester: VI
Program: Integrated BBA-MBA (HRM)   Time : 03 hrs.
Course Code: HRES3023   Max. Marks: 100

Instructions:

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
1.	Statement of question		**CO1**
i)	_____ are the methods of diagnostic information a) Questionnaire b) Interviews c) Observations d) All of the above	**2**	**CO1**
ii)	_____ recognizes that organizations exist in the context of a larger environment that affects it. a) Technostructural model b) Open systems model c) Functional model d) Cultural model	**2**	**CO1**
iii)	_____ is/are the type of OD intervention. a) Human process intervention b) Technostructural c) Strategic d) All of the above	**2**	**CO1**
iv)	To enter into a contract _____ need to source clients. a) Internal consultants b) External consultants c) Experts d) Employees	**2**	**CO1**
v)	_____ is/ are the dilemma in organizational transformations. a) Misrepresentation b) Misuse of data c) Coercion d) Value and goal conflict	**2**	**CO1**
vi)	Participative management systems consist of_____ a) Exploitative authoritative system b) Benevolent authoritative systems c) Consultative systems	**2**	**CO1**

	d) Participative group		

vii)	_____ techniques to organizations gradually became known as team building.
	      a) Appreciated inquiry.
	      b) Leadership training
	      c) T Group
	      d) Individual training
		2	CO1

viii)	Denial, resistance, _____, commitment are the situation faced by individuals in change process
	      a) Provocation
	      b) Assessment
	      c) Achievement
	      d) Commitment
		2	CO1

ix)	Force field analysis is carried out in _____ model
	      a) Appreciative Enquiry
	      b) Cultural transformation
	      c) Technostructural Change
	 Lewin's model
		2	CO1

x)	For entering into contract, there should be clarity of _____
	      a) Needs
	      b) Mutual expectations
	      c) Behavioral process
	      d) Reputation
		2	CO1

	SECTION B 4Qx5M= 20 Marks		
Q	Statement of question		
2.	Explain the three-step model of change with an example.	5	CO2
3.	Describe steps in action research model for making change.	5	CO2
4.	What are different structures the organizations follow to transform the leadership?	5	CO2
5.	Evaluate the role of change agent in context of external change.	5	CO2

	SECTION-C 3Qx10M=30 Marks		
Q	Statement of question		
6.	Does organization need to follow artistic or business vision. Analyze it from Cirque de soleil circus case.	10	CO3
7.	Describe various aspects of assessment center useful for promoting staff at higher level.	10	CO3
8.	Describe competencies suitable for enhancing the transformation process.	10	CO3

	SECTION-D 2Qx15M= 30 Marks		
Q	Statement of question		

	Frontier Communications, formerly Rochester Telephone Corporation, found itself in the unenviable position of having a number of large competitors (for example, AT&T, MCI, and Sprint) enter its local telecommunications market. Without a cultural transformation, which would involve adjustments in its products, services, and management practices, Frontier would be unlikely to survive in the changing telecommunications marketplace. To advance this transformation, Ronald Bitner (chairman, president, and chief executive officer) proposed the following plan: become the "premier telecommunication company in the world" through high-quality products and customer focus. He has stated that "No vision can be achieved without an able and dedicated employee body. . . . We're undertaking a fresh, critical assessment of the skills and competencies each of our employees must have to move forward. Where we lack that expertise, we're committed to move it in from the outside." To help facilitate the necessary cultural transformation, Bitner hired a senior HR executive, Janet Sansone, who was given the explicit task of championing the change effort. Sansone's responsibility was to make sure that culture change was part of the discussion, that models for culture change were created and implemented, and that executive attention to culture change remained high. Sansone was to create a process whereby the company's organization could be continually realigned with changing business requirements. In the local markets, for example, Frontier's organization had to become much more cost competitive. To accomplish this goal, Sansone worked to construct cost-competitive local organizations within the context of evolving organizational processes necessitated by Frontier's acquisitions/mergers. As a member of the executive committee, Sansone developed a disciplined process for assessing and aligning organization practices with business strategy. A) Synthesize the case and identify the different facets related to transformation. B) "HR business partners are central change agents in cultural transformation" defend.	15*2=30	CO4