


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

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES	
End Semester Examination, Dec 2024	
Course: Organizational Change & Intervention Strategies	Semester: V
Program: BBA (HRM)	Time: 03 hrs
Course Code: HRES3016	Max. Marks: 100

SECTION A			
10Qx2M=20Marks			
Note – TRUE/FALSE (One word answer)			

S. No.		Marks	CO
1	Negotiation is a negative approach to counter resistance to change.	[2]	CO1
2	A University wants to implement uniform for it's students. For this they have called a meeting on all the CRs of all the courses to get their views on it. This is reactive resistance to change.	[2]	CO1
3	Team Building OD intervention helps in improvement in a process or procedure	[2]	CO1
4	Learning Organizations are one in which, change is ad-hoc	[2]	CO1
5	Loss of employee loyalty and motivation, increased errors or mistakes, increased absenteeism is proactive form of resistance to change	[2]	CO1
6	Placement quality and quantity in a University can not be improved without improvement in academics, examinations, and enrollments. This is systems model of change.	[2]	CO1
7	OD interventions are more likely to go wrong, therefore must be done by highly qualified, trained, and experienced experts.	[2]	CO1
8	A telecom company is changing from 4G VOIP to 5G platform. This is not a change but transformation	[2]	CO1
9	Technological changes are affected by organizational culture	[2]	CO1
10	Habits are a force for change	[2]	CO1

SECTION B			
4Qx5M= 20 Marks			

Q11	Giving relevant practical examples, describe the various individual and organizational factors contributing to resistance to change. What policy initiatives a company can take in order to counter resistance to change?	[5]	CO2
-----	---	-----	-----

Q12	OD interventions are very sensitive tools and techniques used for behavioral modifications. If not done properly, OD interventions are likely to give negative results. To avoid this, describe Values on which OD interventions are based.	[5]	CO2
Q13	What is planned change? What are the several steps involved in planned change?	[5]	CO2
Q14	Describe the Kirpatrick Model of evaluation of OD interventions. What are the several drawbacks of Kirpatrick Model? Discuss	[5]	CO2
SECTION-C 3Qx10M=30 Marks			
Q15	Consider a company that has implemented Kotter's Eight-Step Model of Change but is facing resistance at multiple levels. Identify and analyze which step(s) in the model may not have been fully executed or could be strengthened to better support the change process. Discuss specific strategies the company could use to reinforce these steps and create a more sustainable change effort. In your analysis, consider both the short-term and long-term impacts of these actions on employee engagement and organizational culture.	[10]	CO3
Q16	An organization has undergone a significant change initiative and is using the Balanced Scorecard model to evaluate its success. Reflect on how each perspective of the Balanced Scorecard can reveal both intended and unintended outcomes of the change. Which perspective do you believe is the most challenging to measure accurately in the context of change management, and why? Propose methods for gathering meaningful data in that area to ensure a holistic assessment of the change's impact	[10]	CO3
Q17	ABC Manufacturing, a mid-sized company producing electronic components, has been facing increasing delays and quality issues due to outdated processes and fragmented workflows across departments. As competition rises and customer expectations grow, leadership has initiated a process re-engineering project aiming to streamline operations, reduce cycle times, and enhance product quality. The team has identified key bottlenecks, particularly in production and quality assurance, and is considering implementing automated systems and cross-functional teams to address these issues. However, some employees are concerned about job security, and managers are wary of the initial investment required for re-engineering. What steps should ABC Manufacturing take to successfully implement its process re-engineering project while addressing employee concerns and minimizing resistance? In your answer, outline strategies for managing change, communicating effectively with stakeholders, and ensuring a smooth transition to the new processes	[10]	CO3
SECTION-D 2Qx15M= 30 Marks			
	Case Study: Strategic Change at Ford Motor Company In the mid-2000s, Ford Motor Company faced significant financial and operational challenges due to declining market share, high production costs, and intense competition from foreign automakers. In 2006, Alan Mulally was appointed as Ford's CEO to steer the company through a difficult period. Mulally recognized that Ford needed a comprehensive strategic change to survive in an evolving global market.		

	<p>His approach focused on cost-cutting, refocusing on the core brand, and improving operational efficiency.</p> <p>One of Mulally’s first strategic initiatives was the "One Ford" plan, which aimed to unify Ford's global operations and focus on producing a smaller range of vehicles that could be sold in multiple markets. This plan required a cultural shift at Ford, moving from a regional and highly siloed structure to a more integrated, collaborative organization. Mulally introduced transparency and accountability as core values, encouraging employees to communicate openly about challenges and collaborate to find solutions. He implemented regular management meetings where leaders were encouraged to report issues honestly, fostering a sense of shared responsibility.</p> <p>Another key component of Mulally's strategy was cutting down on Ford’s vast array of vehicle models. Instead of trying to compete across all market segments, Ford concentrated on a few strong models that could succeed globally, such as the Ford Fiesta and Ford Focus. This shift allowed Ford to streamline production, reduce costs, and enhance the quality and innovation of its core vehicles. Mulally also took the bold step of mortgaging Ford's assets to secure financing, a move that provided the company with the resources it needed to navigate the crisis without government bailout funds, unlike some of its competitors.</p> <p>Ford’s strategic change under Mulally's leadership paid off significantly. By 2010, the company had returned to profitability and was seen as a model for effective change management in the automotive industry. The "One Ford" initiative transformed Ford’s culture, strengthened its brand, and positioned it to compete in the global market more effectively.</p> <p>Questions:</p>		
Q-18	What were the key elements of Alan Mulally’s change management strategy at Ford, and how did they address the company’s most pressing challenges?	[15]	CO4
Q-19	How did the cultural shift towards transparency and collaboration contribute to the success of the "One Ford" plan, and what challenges might Ford have faced in implementing this cultural change?	[15]	CO4