

Name:
Enrolment No:



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, May 2019

Course: Organizational Change & Intervention Strategies

Program: BBA (Core HRM)

Course code: HRES 2007

Semester: IV

Time: 03 Hours

Max. Marks: 100

Instructions:

Attempt All 10 questions in **Section A** (each carrying 2 marks); Any **Four Questions** from **Section B** (each carrying 5 marks); Any **3 Questions Section C** (each carrying 10 marks); **Section D** is Compulsory (carrying 30 marks)

SECTION A – Multiple Choice (Attempt All)

		Marks	CO
Q1	Which one is not true for change? a. Change is movement to future state b. Change is inevitable c. Change is always planned d. None of the above	[2]	CO1
Q2	Which of the following is a cause of resistance at organizational level? a. Habits b. Insecurity c. Structural Inertia d. Economic Reasons	[2]	CO2
Q3	What does L stand for in HELP Scores devised by Shaskin? a. Location b. Literature c. Locus d. Linkage	[2]	CO1
Q4	What can change agents change? a. Structures b. Technology c. Physical Settings d. All of the above	[2]	CO3
Q5	What are the three key variables in Change readiness equation of David Gleicher? a. Fear , Vision , Action b. Dissatisfaction , Vision , Action c. Fear , Dissatisfaction , First Steps d. Dissatisfaction , Vision , First Steps	[2]	CO3
Q6	Which is not true of OD? a. OD is Long Term and Planned b. OD has learning as a key component c. OD is just Sensitivity Training	[2]	CO4

	d. OD is a collaborative approach		
Q7	What the four steps of OD? a. Feedback , Diagnosis , Action , Vision b. Diagnosis, Action , Implementation , Feedback c. Diagnosis , Vision , Action , Result d. Diagnosis, Vision , Action , Learning	[2]	CO4
Q8	Which of the following is an OD interventions a. Team Building b. Quality Circles c. MBO d. All of the Above	[2]	CO2
Q9	Power to punish someone is called : a. Coercive Power b. Legitimate Power c. Referent Power d. Reward Power	[2]	CO3
Q10	Which is not a component in systems approach of change? a. People b. Design c. Task d. Environment	[2]	CO3
SECTION B – Short Answers (Attempt any Four)			
Q11	What are the reasons of resistance at Organizational Level?	[5]	CO3
Q12	Define Organization Development. What are the Key features of OD?	[5]	CO1
Q13	Explain briefly the Kurt Lewin Model of Change.	[5]	CO2
Q14	List down three Strategic OD Interventions. How they are evaluated?	[5]	CO4
Q15	What are the internal and external forces for change? Explain with examples	[5]	CO3
SECTION-C – Long Answers (Attempt Any three)			
Q16	Explain the Concept of Power with respect to change management. What are various types of Power?	[10]	CO3
Q17	Explain in detail the Systems Approach for Planned Change.	[10]	CO1
Q18	What are the main Goals of OD? How did OD evolve over last 60 years? What are the main steps of OD?	[10]	CO2
Q19	What are the various types of Strategic OD Interventions? Explain any three in detail	[10]	CO4
Q20	Write Short Notes on Any Three : 1. Power , Politics and OD 2. Ethics of OD 3. Future of OD 4. Force Field Analysis	[10]	CO3
SECTION-D – Case Study (Attempt All)			
	Due of severe competitive pressure, O2 Manufacturing Ltd. has suffered a major profit reduction. Although the company's, overall performance is still profitable, some divisions are making heavy losses. Consequently, the directors are worried that		

	<p>the company will make a loss in the next financial year unless corrective action is taken. The directors have therefore decided to:</p> <p>(i) Reduce the company's total head count by 10%. (ii) Freeze all salary increments (increases for union personnel, however will continue). (iii) Cancel all training and development programs. (iv) Cut all departmental budgets by 10%. (v) Suspend all capital expenditures for 12 months. (vi) Encourage all employees aged 55 or more to take early retirement.</p> <p>The director's decision has been communicated to all senior officials in a confidential memo. However, word has leaked out that a "crunch" is coming. As a consequence:</p> <p>(i) Two high potential managers scheduled for a merit increase have indicated that if they do not receive their planned increases they will quit. (ii) Several employees have criticized the pay freeze inequity between union and non-union members. (iii) The training staff are anxious about their job security. (iv) The unions have requested an immediate meeting to find out what is going on. The union organizer has stated to the press if any union members are terminated, there will be strike.</p>		
Q21	What are the problems in the case?	[10]	CO3
Q22	What action would you recommend the management to take in order to diffuse this situation?	[10]	CO4
Q23	What recommendations would you have made to the board to ensure the successful introduction of the planned changes, overcome resistance to change and appropriate interventions?	[10]	CO3

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SECTION B – Short Answers (Attempt any Four)			
Q11	What are the reasons of resistance at Individual Level?	[5]	CO3
Q12	Define Organization Development. What are the Key features of OD?	[5]	CO1
Q13	Explain the term Action Research and it's stages in brief.	[5]	CO2
Q14	List down three Strategic OD Interventions. How they are evaluated	[5]	CO4
Q15	What the various stages of Perceptual Transition Management? Explain in brief	[5]	CO3
SECTION-C – Long Answers (Attempt Any three)			
Q16	What are the various roles a change agents plays? What are critical skills needed for a change leader?	[10]	CO3
Q17	Explain in detail the various stages of managing systematic planned change.	[10]	CO1
Q18	What are the main Goals of OD? How did OD evolve over last 60 years? What are its main steps?	[10]	CO2
Q19	What are the various types of Strategic OD Interventions? Explain any three in detail	[10]	CO4
Q20	Write Short Notes on Any Three : 5. Transition Management 6. Unfreeze, Change, Refreeze 7. Future of OD 8. Evolution of OD	[10]	CO3
SECTION-D – Case Study (Attempt All)			

	<p>Due of severe competitive pressure, O2 Manufacturing Ltd. has suffered a major profit reduction. Although the company's, overall performance is still profitable, some divisions are making heavy losses. Consequently, the directors are worried that the company will make a loss in the next financial year unless corrective action is taken. The directors have therefore decided to:</p> <ul style="list-style-type: none"> (i) Reduce the company's total head count by 10%. (ii) Freeze all salary increments (increases for union personnel, however will continue). (iii) Cancel all training and development programs. (iv) Cut all departmental budgets by 10%. (v) Suspend all capital expenditures for 12 months. (vi) Encourage all employees aged 55 or more to take early retirement. <p>The director's decision has been communicated to all senior officials in a confidential memo. However, word has leaked out that a "crunch" is coming. As a consequence:</p> <ul style="list-style-type: none"> (i) Two high potential managers scheduled for a merit increase have indicated that if they do not receive their planned increases they will quit. (ii) Several employees have criticized the pay freeze inequity between union and non-union members. (iii) The training staff are anxious about their job security. (iv) The unions have requested an immediate meeting to find out what is going on. The union organizer has stated to the press if any union members are terminated, there will be strike. 		
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