


<b>Name:</b> <b>Enrolment No:</b>			
<b>UNIVERSITY OF PETROLEUM AND ENERGY STUDIES</b> <b>End Semester Examination, Dec 2020</b> <b>Course: Organisational Change and Intervention Strategies</b> <b>Semester: V</b> <b>Program: BBA- HRM</b> <b>Time: 03 Hours</b> <b>Course code: HRES 2007</b> <b>Max. Marks: 100</b>			
<b>SECTION A</b> <b>1. Each Question will carry 5 marks</b> <b>2. Instruction : Select the most appropriate answer</b>			
		<b>Marks</b>	<b>CO</b>
Q 1	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	[5]	CO1
Q2	What is the planned organisational change process? a. A process that identifies management leadership b. A process that defines how the company is going to compete c. A process that moves a company from a present state to a desired future state. d. A process that determines the organisational structure of a company.	[5]	CO1
Q3	Which of the following is a key factor in allowing a small business to remain competitive? a. Diversity in supply chain b. Continual growth c. Access to capital d. Having a large work force	[5]	CO1
Q4	Which organisational change model stresses the importance of applying a historical analysis of changes occurring over the course of a company's development? a. The Systems Contingency Model b. Environment Industry Organisation Contingency Model c. Organisational Life-Cycle Model d. Resource Dependency Theory	[5]	CO1
Q5	The three types of change are developmental, transitional, and transformational. a) True b) False	[5]	CO1
Q6	What is the correct order for the five phases of growth within the Organisational Life-Cycle Model?	[5]	CO2

	<p>a. Delegation, Creativity, Collaboration, Clear Direction and Coordination  b. Collaboration, Delegation, Creativity, Clear Direction and Coordination  c. Creativity, Clear Direction, Delegation, Coordination and Collaboration  d. Collaboration, Clear Direction, Delegation, Creativity and Coordination</p>		
<b>SECTION B</b>			
<p><b>1. Each Question will carry 10 marks</b>  <b>2. Write short / brief notes</b></p>			
Q7	<p>“OD is more than just reaching into a kit-bag and pulling out an intervention or two”. Discuss the statement.</p>	[10]	CO2
Q8	<p>“The process of action research consisting: diagnosis, analysis, feedback, action, and evaluation is closely parallel to the scientific method”. Discuss the statement.</p>	[10]	CO2
Q9	<p>An organization improving a previously established process or procedure, such as HR policy regarding employee leave time, is an example of what type of change?</p> <p>a. Transitional  b. Transformational  c. Developmental  d. None of the above</p> <p>The above is an example of one out of above four options. Write justification for your choice.</p>	[10]	CO3
Q10	<p>A new CEO and top-level team who change the structure and culture of a company is an example what type of change.</p> <p>a. Transitional  b. Transformational  c. Developmental  d. None of the above</p> <p>Write justification for your choice.</p>	[10]	CO3
Q11	<p>Installing a new software application in a department, revising procedures for a purchasing system, and revising a training system for business uses on a new IT system, are examples of what type of change?</p> <p>a. First-order adaptive change  b. Second-order adaptive change</p> <p>Write justification for your choice.</p>	[10]	CO3
<b>SECTION C</b>			
<p><b>1. Each Question carries 20 marks ( Answer Any One )</b>  <b>2. Instruction : Write Long Answer</b></p>			
Q12	<p>Due of severe competitive pressure, Ram 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</p>	[20]	CO4

<p>taken. The directors have therefore decided to:</p> <ul style="list-style-type: none"><li>(i) Reduce the company's total head count by 10%.</li><li>(ii) Freeze all salary increments (increases for union personnel, however will continue).</li><li>(iii) Cancel all training and development programs.</li><li>(iv) Cut all departmental budgets by 10%.</li><li>(v) Suspend all capital expenditures for 12 months.</li><li>(vi) Encourage all employees aged 55 or more to take early retirement.</li></ul> <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"><li>(i) Two high potential managers scheduled for a merit increase have indicated that if they do not receive their planned increases they will quit.</li><li>(ii) Several employees have criticized the pay freeze inequity between union and non-union members.</li><li>(iii) The training staff are anxious about their job security.</li><li>(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.</li></ul> <p>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? Include the connected theory, excerpt from the case and Analysis in your answer.</p>		
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