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**PRESIDENCY UNIVERSITY**

**Bengaluru**

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| **End - Term Examinations –JANUARY 2025** |
| **Date:** 04 - 01- 2025 **Time:**09:30 am – 12:30 pm |

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| **School:** School of Management (UG) | **Program:** BBA (HR) |
| **Course Code :** BBA3017 | **Course Name :** Organizational change and development |
| **Semester**: V | **Max Marks**: 100 | **Weightage**: 50% |

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| **CO - Levels** | **CO1** | **CO2** | **CO3** | **CO4** |
| **Marks** | **20** | **25** | **30** | **25** |

**Instructions:**

1. *Read all questions carefully and answer accordingly.*
2. *Do not write anything on the question paper other than roll number.*

**Part A**

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|  **Answer ALL the Questions. . (10 x 2Marks = 20 Marks)** | **Bloom's Level**  | **CO** |

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| **1** | Define Action Research and its purpose in organizational development. | **2 Marks** | **Remember** | **CO1** |
| **2** | Identify the three levels of strategic organizational development interventions. | **2 Marks** | **Remember** | **CO1** |
| **3** | What factors should be considered when assessing the effectiveness of a specific OD intervention within an organization? | **2 Marks** | **Remember** | **CO1** |
| **4** | List the main types of organizational change. | **2 Marks** | **Remember** | **CO1** |
| **5** | In what ways can training and development programs support employees during a transition? | **2 Marks** | **Understand** | **CO3** |
| **6** | List external forces that can influence an organization’s need for change. | **2 Marks** | **Understand** | **CO3** |
| **7** | Identify the key forces driving and restraining change in Lewin’s Force Field Analysis. | **2 Marks** | **Understand** | **CO3** |
| **8** | List the factors contributing to the success or failure of change initiatives in organizations. | **2 Marks** | **Understand** | **CO3** |
| **9** | Which metrics will be used to evaluate progress towards strategic goals? | **2 Marks** | **Understand** | **CO3** |
| **10** | List the stages of Lewin’s three-step model of change. | **2 Marks** | **Remember** | **CO1** |

**Part B**

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| **Answer ALL the Questions. (5 x 7 Marks = 35 Marks)** | **Bloom's Level**  | **CO** |
| **11** | In a situation where employees are resistant to a new policy, how would you leverage your communication skills to persuade them of the advantages of the change and encourage their buy-in? | **7 Marks** | **Understand** | **CO2** |
|  | **Or** |
|  **12** | Assess the function of management in bringing about a convergence of worker capabilities and technical progress through the implementation of Socio-Technical Systems.  | **7 Marks** | **Understand** | **CO3** |

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| **13** | Following the implementation of a new performance evaluation system, a company has completed the "refreezing" stage. However, some employees are reverting to previous habits.Analyze the potential reasons why the "refreezing" stage might not have been effective. What could have been done differently? | **7 Marks** | **Understand** | **CO3** |
|  | **Or** |
|  **14** | In the context of process improvement, what are the key steps involved in applying Six Sigma's DMAIC methodology, and how can each step contribute to identifying issues, improving process efficiency, and ensuring long-term sustainability of improvements? | **7 Marks** | **Understand** | **CO3** |

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| **15** | A team leader observes that employee performance is declining and decides to initiate an OD intervention.Based on the OD process, apply the diagnosis steps to identify the root cause of the performance issue. | **7 Marks** | **Understand** | **CO3** |
|  | **Or** |
|  **16** | As part of an OD intervention, an organisation successfully implemented a new training program. Employee opinion is uneven, with some teams excelling and others struggling..Analyze the factors that might have led to the varying outcomes of this intervention. How can the organization refine its approach in the next steps?  | **7 Marks** | **Analyze** | **CO4** |

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| **17** | A company implemented self-managed teams to enhance productivity, but some teams are performing better than others.Analyze the factors that could be contributing to the differences in performance between the teams. | **7 Marks** | **Analyze** | **CO4** |
|  | **Or** |
| **18** | The conventional team inside the organization is suffering with communication and efficiency. The management has opted to move the team to a self-management approach.Design a step-by-step plan to successfully implement a self-managed team structure in this scenario.  | **7 Marks** | **Apply** | **CO2** |

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| **19** | A hospital wants to introduce Quality Circles to improve patient satisfaction. The staffs have no experience with the concept.Design a plan to establish and run Quality Circles in the hospital, including how to train staff, identify issues, and implement solutions.  | **7 Marks** | **Apply** | **CO2** |
|  | **Or** |
| **20** | The corporation is planning to deploy a new organisational structure to boost productivity. The leadership team must grasp the fundamental notions of emotional intelligence.Define emotional intelligence and identify its key components that are relevant to managing change in an organization. | **7 Marks** | **Understand** | **CO3** |

**Part C**

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| **Answer Any THREE Questions. (3 x 15 Marks = 45 Marks)** | **Bloom's Level**  | **CO** |

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| **21** | Toyota is renowned for its **Total Quality Management (TQM)** practices, which include continuous improvement (**Kaizen**) and a strong focus on customer satisfaction. In the early 2000s, the company faced a series of quality issues, leading to a major product recall involving millions of vehicles. This crisis threatened Toyota’s reputation for quality.Design a TQM strategy for Toyota to avoid similar crises in the future. | **15 Marks** | **Apply** | **CO2** |
| **22** | A well-established **hotel chain, Elite Stays**, has been experiencing a noticeable decline in **customer satisfaction** over the last six months. Despite offering competitive pricing and modern amenities, guest reviews have been negative, particularly focusing on poor customer service, long check-in times, and inadequate staff training. Additionally, employee morale is low, with many staff members citing poor communication from management and lack of recognition for their hard work.Use McKinsey **7-S Framework** to diagnose the underlying problems and devise solutions for improving performance. | **15 Marks** | **Apply** | **CO2** |
| **23** | A **nonprofit organization**, **Helping Hands**, focuses on **community outreach** and **social welfare**. They’ve been facing challenges in increasing their **volunteer participation** and improving their **fundraising efforts**. To enhance their performance, they decide to implement **Management by Objectives (MBO)** to set measurable goals for both **volunteer engagement** and **fundraising activities**. **Use SMART goals** to define measurable objectives for increasing both **volunteer participation** and **fundraising efforts** at **Helping Hands**. | **15 Marks** | **Analyze** | **CO4** |
| **24** | An airline has been facing significant customer dissatisfaction due to overbooking, where passengers are being bumped from flights at the last minute. The airline decides to apply **Root Cause Analysis** to understand the causes of this issue.**Apply Root Cause Analysis** to the issue of overbooking and identify the primary reasons passengers are being bumped. How would you go about gathering data on overbooking patterns and customer complaints? | **15 Marks** | **Apply** | **CO2** |