



**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**  
**PGDM / PGDM (M) / PGDM (SM)**  
**SIXTH TRIMESTER (Batch 2020-22)**  
**ENDTERM EXAMINATION, April 2022**

Course Name	Organization Change & Development	Course Code	HR601
Max. Time	2 hours	Max. Marks	40 MM

**INSTRUCTIONS:**

- a. Overall permissible Plagiarism is 15%, 15-20% plagiarism- Minus 5 Marks and above 20% is Reappear.
- b. Attempt all questions, each question is of 10 marks. Be precise in your answers.

Q1. A start up financial service firm decided to restructure roles and functions of middle level employees since firm is witnessing high attrition post covid and initial survey suggests that employees are preferring practice of work from anywhere (WFA). The leadership team of startup is looking for a method to identify all factors which will be involved in the process of change. Explain the role of forced field analysis as a tool in managing change in the given scenario.

Q2. "Kotter's Model of implementing change has its root in Kurt Lewin model of change". Illustrate this statement and do comparative analysis of these two models of change.

Q3. A retail shop in sub urban area of New Delhi was going through tough phase. The shop was losing customers a profit has gone down with retail chains coming in nearby location. Owner of the shop decided to make further investment in shop and purchase adjoining shop to increase the area and start multipurpose retail outlet. This needs that staff which till today understood only grocery products are required to understand use and application of all the products in shop. They were not very keen to this challenge as they will also be required to work in shift since with the retail outlet in scene, it will be open all the time except 11:00 pm to 6:00 am. Therefore 2 shifts were required. This new system was facing many challenges. Apply any change model to this situation for implementing planned change process.

Q4. Based on the scenario, answer the question below:

Defats Inc. was doing pretty well in its offshore operations in India despite troubles in global economy. Its clients overseas were happy until the recent developments at India operations which unfolded numerous problems for it. They were troubled finding new employees for its offshore projects in India. It became difficult recruiting qualified programmers. On the contrary the new hires started quitting in the first 6 months itself. Project Leaders were constantly hiring new programmers to replace those who left the organization. Besides the issues in the hiring gamut, Defats had difficulty in finding training programs that address the skills needed by programmers. Training was not producing desired results. Employees displayed poor skills on the job leading to faulty outputs consequently delaying the delivery time. This whole scenario was leading to poor impression on its clients. This further was signaling cancellation of lot of projects which were long due. Defats was now on the verge of facing the brunt of its clients, wherein some of them might sue Defats and the country head Mr. Sukheel is stucked between potential to expand and internal workforce operation management.

Mr. Sukheel has hired you as OD Consultant. You are required to apply the organization development interventions for the transformation of Defats and send report of your actions to Mr. Sukheel.