



**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%, between 15-20% - Minus 5 marks and above 20% is Reappear.
- b. Attempt all questions, each question is of 10 marks. Be precise in your answers.

Q1. Change is inevitable, still most of the organization fail in successful implementation of planned changes. Explain reasons of failure of change with the help of suitable examples.

Q2. A grocery shop, which is in existence for 15 years, planned to expand to one stop shop for all. This was decided in response to emerging retail sector. The owner of the shop was looking for a method to identify all factors which will be involved in change process. Examine the role of forced field analysis as a tool to the owner of grocery shop in managing resistance to change.

Q3. In the current times OD interventions are majorly in the area of sustainability and profit for purpose. Describe suitable OD techniques for such organizational transformation.

**Q4. Case**

RBS India Limited is a private company that went public three years ago. It is a Technology & Process Outsourcing Services company, a wholly owned subsidiary of a US MNC. It operates in the financial processing and Accounting domain. RBS India Limited has two broad divisions – Technology Customization (We will call it TECH-RBS) and Process Outsourcing (PO-RBS). The two divisions have in all, about 5000 associates mostly in Noida and Gurgaon region. The Indian operations of RBS initially started with a few small clients, mostly in US. They have now spread their roots in Europe and Asia Pacific (Domestic clients). In the last 2 -3 years, RBS had grown its Indian operations at a very fast pace, with every year adding at least 2000 employees to its existing headcount. There is a fairly rigorous leadership in place handpicked from the top notch BPO and Technology organizations in India. There is a large Human Resources Organization as well, to support the Learning, Operations and Recruiting needs of the India Operations. At a global front, to manage cost, the Company had to decrease head count and did so through an early retirement program and series of layoffs (There are rumors that there will probably be cuts in India as well as the year progresses.) The Company is now leaner, but the remaining people must do more with less, which has created tremendous pressure on the Indian operation. During the last year several new external hires have come on board bringing fresh new ideas. The new CEO has recently arrived and she has brought with her some of her former staff. To turn things around the new CEO has decided to create a special Business Transition Group that will focus on bringing new work from US and Europe to the Indian operations. The new CEO has also proposed an organization restructure. TECH-RBS & PO-RBS in India will now be merged on lines of the financial processing and accounting domains. The CEO has identified Zach Walecha from HCS Consulting to lead the merged Indian entity.

As a manager in this case scenario, apply OD intervention techniques for implementing planned change.