

**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**

**PGDM / PGDM (M) / PGDM (SM)**

**THIRD TRIMESTER (Batch 2021-23)**

**END-TERM EXAMINATION, APRIL 2023**

**MAIN**

Course Name	<b>Organizational Change &amp; Development</b>	Course Code	<b>30331</b>
Max. Time	<b>2 hours</b>	Max. Marks	<b>40 MM</b>

**INSTRUCTIONS:**

- All questions are mandatory.
- Answers should be rich in content and precise with relevant examples.

1. Every organization faces resistance in case of change, SBI too had this issue as employees had resistance, the then Chairman Mr O P Bhatt used communication as strongest tool to win over the situation and made multiple communication with employees at various locations, this had positive effect on resistance and finally the organization was changed with desired objective, the successful change led to acquiring its position back.

Explain the above situation in light of using Kurt Lewin Change Model.

**(10 marks)**

2. Forge Paper had issues with employee retention, the attrition rate was very high, employees were also lacking in terms of skill, the company was gradually losing its business and market leadership position, they hired a top consulting company to identify and understand the problem, the consulting studied and came with an idea that Forge Paper has developed a behavior of not welcoming feedback, please

Identify the role of feedback in organizational development.

**(10 marks)**

3. Organizations do learn. Organizations must learn new skills keeping in view the market condition, it is believed that those organizations which do not learn and upgrade itself, they lose their market position with pace of time. In 2007, Nokia had 50 percent share in phone market, but they gradually lost their market share because they did not learn and innovate. You need to be a learning organization to sustain in market.

Considering the above facts, share a plan on how Nokia can become a learning organization successfully.

**(10marks)**

4. AYZ Airlines was transforming itself and in this process they adopted Organizational Development interventions, in the process they wanted to redefine the demography of pilots and wanted to keep it youth, for this they started encouraging VRS for pilots who were above 55 years, this is the case of the year when airlines were not too many in India, just after two years the company started facing experienced pilots and also it affected employer branding as many youth pilot were not ready to join because they had an idea that they will be asked for VRS after 55 years, a new CEO joined and questioned the practice of redesigning the pilots as youth by offering golden handshake, he said in one of the meetings that such interventions of Organizational Development is not ethical and sustainable. Analyze the situation.

**(10marks)**