

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM / PGDM (M) / PGDM (SM)

SIX TRIMESTER (Batch 2022-24)

END-TERM EXAMINATION, APRIL 2024

MAIN

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|-------------|--|-------------|--------------|
| Course Name | Organizational Change & Development | Course Code | 30331 |
| Max. Time | 2 hours | Max. Marks | 40 MM |

INSTRUCTIONS:

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

1. Department of Post Office was facing serious problem of reduction in its number of articles. Post Office employees' skills were traditional and not updated. With emails and mobile phones, the use of letters and related articles reduced drastically. Department of Post Offices had more than 1.5 lakh post offices across the country which is a massive network. Post Office network was not only in cities but also in rural areas. Department also had a post office saving bank. Post offices had to transform itself to sustain and survive in the market. Analyze the given situation and suggest appropriate OD interventions.

(10 marks)

2. Employees in Jety Foods Private Limited were facing problem regarding their growth and also organizational growth. The new CEO founds that the company was operating on previous technology and traditional marketing practices. However, time had changed, for food production also technology was a must along with sales through e commerce.

In view of the above excerpts, Relate role of feedback in organizational development.

(10 marks)

3. Organization do need to become learning organization to sustain in this fast-moving market. State Bank of India had to face tough competition from private banks like ICICI. SBI started losing its customers and businesses. The bank further realized that in a post-industrial economy, organizations need to upgrade its skills through talent management strategies. The bank introduced transformation project and made all efforts to become learning organizations. SBI introduced computer training to existing employees, computer skill as a must in its hiring and also Voluntary Retirement Scheme to those who were not able to upgrade their skills. Communication and customer relations training were also given continuously.

In light of SBI case, How SBI undertook organizational transformation and Organizational change.

(10marks)

4. Tata Digital acquisitions of majority stakes in lmg elated market. Tata Digital had the challenges of bringing cultural change based on Tata Digital values. Tata Digital had to use communication as key to initiating change. l mg turned to be unicorn after fresh fund inclusion from Tata. The company required an appropriate change intervention.

Explain this case story using Kurt Lewin Change Model.

(10 marks)