

ADMISSION NUMBER											

## School of Business

Master of Business Administration MBA Dual Specialization  
Mid Term Examination - Mar 2024

Duration : 90 Minutes  
Max Marks : 50

### Sem IV - MBHR6006 - Organizational Change and Development

General Instructions

*Answer to the specific question asked*

*Draw neat, labelled diagrams wherever necessary*

*Approved data hand books are allowed subject to verification by the Invigilator*

- 1) Compare and contrast Excellence Model of Peters and Waterman with Malcolm Bridge Model for Organizational Excellence. K5 (5)
- 2) Identify the challenges typically encountered during the implementation of organizational change and propose strategies to overcome them. K3 (6)
- 3) A multinational corporation operating in the automotive industry is facing significant challenges due to changing consumer preferences towards electric vehicles. The CEO has decided to initiate a transformational change to shift the company's focus towards electric vehicles production. Analyze the scenario and list the strategies you being a change consultant can employ to communicate the vision of the transformational change to employees at all levels? K4 (8)
- 4) You have been retained by a company as organizational change and development consultant. The company is in the business of selling life insurance policies. It offers customized life insurance policies keeping in view the changing needs of the customers. Ninety per cent of the policies sold are customized, while 10 per cent are standard policies conforming to their structured table. Recently, the company has started having trouble in post-sales administration and operation, resulting in a serious setback in customer services. It wants you to institute six sigma practices. Plan your line of action implementing Six Sigma approach to address the mentioned issue. K3 (9)

5) Example Corp, a renowned investment management firm, and Alliance Bank Group, a leading banking institution, are merging to strengthen their position in the financial sector. By combining Example Corp's investment prowess with Alliance Bank Group's banking services, the merger aims to create a formidable financial services provider. Guided by a common goal of growth, the merger emphasizes fostering a unified culture, preserving client relationships, and improving efficiency. A dedicated client transition team will minimize disruptions during the integration process, while a strategic technology plan will integrate the two companies' systems seamlessly. Employee welfare and retention are paramount, ensuring a smooth transition for both organizations. Use the Burke-Litwin Model to assess the impact of the merger on various aspects of the organization. K5 (10)

6) Starwoods, based in White Plains, New York, is one of largest global hotel chains and one of the most profitable. Its profit margins are nearly 15% higher than rivals like Hilton and Marriott. Why? Starwood's attributes a significant part of its high performance to use of Six Sigma, a TQM technique to improve the quality of service. K6 (12)

Starwood's Six Sigma group is led by Brian the vice president of "Six Sigma Operations management & Room Support whose father and grandfather both worked in the hospitality industry. Meyer a Six Sigma expert, helped by a small group of experts he recruited, implemented the TQM program in 2021 Since then they have trained Starwood's employees as "black belts" and another 2,700 "green belts in the practices of Six Sigma, Black belts are the lead change agents in each Starwood hotel who take responsibility for managing the change process to meet its main objectives-increasing quality customer service and responsiveness. Green belts are employees trained by Meyer's experts and each hotel's black belt to become the Six Sigma team in each hotel who work together to develop new ideas programs that will improve customer responsiveness, find the work procedures and processes that will implement the new programs most effectively to improve customer service quality.

Starwood's managers were concerned about the number of injuries its hotel employees sustained during the course of their work, such as back-strain injuries common among the house keepers who clean rooms. The black-green belt teams studied how housekeepers worked in the various hotels, and pooling their knowledge they realized that several changes could reduce injuries.

#### DISCUSSION QUESTIONS

1. Develop the process Starwood must implement to solve the issue raised in the case. (5 Marks)
2. Discuss how Six Sigma contributes towards enhancing Starwood's competitive advantage. (7 Marks)