School of Business
Bachelor of Business Administration
Semester End Examination - May 2024

Duration : 180 Minutes
Max Marks : 100

Sem VI - D1UA609T - Management of Change

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) You work for a global company that operates in India as a change management consultant, and one of your responsibilities is to execute a diversity and inclusion project throughout the company's regional offices. Create a culturally sensitive change management framework that incorporates theories and models of culture, such the Trompenaars' cultural dimensions model or Hofstede's cultural dimensions theory. How would you construct your strategy to promote a more inclusive work environment while taking into account the various cultural norms and values that are common in India's various regions?   K3 (6)

2) A multinational corporation aims to adopt a new enterprise resource planning (ERP) system to streamline operations and improve efficiency. Recognizing the complexity of the task, they form a dedicated implementation team consisting of experts from various departments. The team conducts thorough needs assessments, identifying pain points and areas for improvement. They then develop a phased rollout plan, considering factors such as departmental dependencies, resource availability, and potential disruptions to ongoing operations.
Question:
Analyze how you would develop an implementation plan for the adoption of a new ERP system, ensuring alignment with organizational objectives and minimizing disruptions.   K3 (9)

3) Analyze the different types of organizational learning (e.g., single-loop, double-loop, and deutero-learning) and their applications in fostering innovation and adaptation within organizations. How can leaders promote a culture of experimentation and reflection to facilitate continuous learning and improvement?   K4 (4)

4) Working for a global technology business with locations in the US and India, you are the HR manager. The organization is dedicated to encouraging inclusivity and diversity among its workers worldwide. How would you enable training department to support diversity goals while taking organizational settings and cultural quirks into account?

K4 (8)

5) An Indian manufacturing business has recruited you as an organizational development consultant with the goal of increasing gender diversity and inclusion in the workforce. In what way would you classify the function and proficiencies of change agents in the company? Which tactics would you suggest using to find, develop, and equip change agents to lead significant societal changes in favor of more inclusivity?

K4 (8)

6) The goal of Financial Solutions Ltd. is to promote inclusion and diversity in the workplace. Nevertheless, the business finds it difficult to foster an inclusive culture where all workers feel appreciated and respected, even after putting diversity training programs and policies into place.

1. Prioritize the responsibilities and skill sets of Financial Solutions Ltd.'s change agents. How can the company enable change agents to successfully support efforts pertaining to diversity and inclusion?
2. Explain the tactics the business can use to deal with structural obstacles, encourage cultural awareness, and establish a welcoming atmosphere where diversity is respected and honored?"

K5 (10)

7) A global corporation aims to assess its organizational culture to enhance employee engagement and performance. They utilize various methods like surveys, interviews, and cultural assessments, conducted by internal or external experts. The results guide targeted interventions for improvement, such as leadership development programs or cultural workshops, fostering a more inclusive and collaborative workplace environment.
Question 1: Criticize the ethical implications of the chosen assessment methods to ensure fairness, confidentiality, and accuracy in assessing organizational culture. 5 Marks
Question 2: Propose a comprehensive risk management plan to proactively identify and mitigate potential biases or limitations in the assessment methods used for evaluating organizational culture. How can leaders ensure the assessment methods effectively capture diverse perspectives and experiences within the organization? 5 Marks

K5 (10)

8) In a medium-sized technology company, the CEO aims to foster a culture of continuous learning and innovation. To achieve this, the HR department collaborates with external consultants to assess the organization's current state of organizational learning. Utilizing surveys, focus groups, and knowledge audits, they gather insights into existing learning practices. Following a thorough analysis, the HR team identifies barriers to learning and develops tailored strategies to enhance organizational learning. These strategies include promoting knowledge-sharing networks, implementing mentorship programs, and providing training on new technologies. The organization strives to become a learning-driven organization where employees are empowered to innovate and grow together.

<div align="right">K5 (15)</div>

Questions:

1. Evaluate the effectiveness of the methods and tools used by the HR department to assess the organization's current state of organizational learning. How can the organization ensure that the selected methods provide accurate and insightful data to inform strategic decisions for enhancing learning initiatives? 8 Marks

2. Critique the measurement and evaluation methods employed by the HR team to assess the effectiveness of existing learning initiatives and knowledge-sharing mechanisms. How can the organization refine its evaluation approach to capture both qualitative and quantitative aspects of organizational learning outcomes? 7 Marks

9) In a multinational corporation, the CEO initiates strategic change to adapt to evolving market dynamics. The HR department collaborates with department heads to develop a comprehensive change implementation plan. Using a system approach, they identify key areas for improvement and devise strategies to gain support from key stakeholders.

<div align="right">K6 (12)</div>

Feedback mechanisms are established to ensure transparency and engagement throughout the change process. The organization embraces continuous incremental change, implementing regular monitoring and evaluation to track progress and make necessary adjustments. Through leadership development programs and cross-functional collaboration initiatives, the organization fosters a culture of innovation and adaptability.

Questions:

1. Create a plan to gain support and involvement from key stakeholders in the change process. How can the organization ensure that these strategies effectively engage stakeholders and align with the change agenda? 6 marks

2. Propose innovative feedback mechanisms to foster transparency and engagement during the change implementation. How can the organization ensure that these feedback channels facilitate meaningful dialogue and drive continuous improvement? 6 Marks

10) XYZ Corporation, a well-established financial services firm, faces significant challenges due to technological disruptions and changing consumer preferences. Recognizing the need for organizational transformation, the CEO initiates a comprehensive restructuring effort aimed at enhancing agility and innovation. However, employees across various departments express apprehension and resistance to the proposed changes, fearing job insecurity and disruption of established workflows. The management team emphasizes the importance of aligning organizational goals with employee aspirations and fostering a culture of openness and collaboration. Training programs and mentorship opportunities are introduced to empower employees and equip them with the skills needed to thrive in the evolving business landscape. Additionally, communication channels are enhanced to ensure transparency and provide regular updates on the transformation journey. Despite initial resistance, the leadership remains committed to driving change and positioning XYZ Corporation as a leader in the digital age.

K6 (18)

Questions:
1. Estimate the impact of resistance exhibited by employees at XYZ Corporation during the organizational transformation and what strategies can the management employ to address them effectively? - 9 Marks
2. Propose a plan for enhanced communication channels contribute to building trust, reducing uncertainty, promoting transparency, aligning employee perceptions with organizational goals during times of transition? - 9 Marks