

School of Business

MBA
ETE - May 2023

Time : 3 Hours

Marks : 50

Sem IV - MBHR6006 - Organizational Change And Development

Your answer should be specific to the question asked

Draw neat labeled diagrams wherever necessary

1. Define Transformational change and give some suitable examples. K2 CO1 (2)
2. Interpret the various phases of ADKAR's model? K2 CO2 (2)
3. "Organizational development is an applied behavioral science". Examine the statement in your own words? K4 CO3 (2)
4. Explain the categories of Strategic Change Interventions? K4 CO4 (2)
5. Assess why the application of change and development in the organizations is the need of an hour? K4 CO5 (2)
6. Define resistance to change. If you are a HR manager of a company then which methods will you adopt to manage resistance to change? K4 CO1 (5)
7. Categorize and explain the different phases of Six sigma model? K4 CO2 (5)
8. Comment what are the eight characteristics of excellent companies according to excellence model of Peter and Waterman? K5 CO5 (6)
9. Examine and make the flow chart for organizational development process? K5 CO3 (8)
10. Explain the Human process interventions in detail K5 CO4 (8)
11. The first digital camera and the first-megapixel camera were both created by Kodak in 1975 and 1986 respectively. K6 CO5 (8)

Why then did Kodak declare bankruptcy in 2012?

When this new technology first came out in 1975, it was expensive and had poor-quality of images. Kodak anticipated that it would be at least additional ten years until digital technology started to pose a threat to their long-standing business of camera, film, chemical, and photo-printing paper industries. Although that prediction came true, Kodak chose to increase the film's quality through ongoing advances rather than embracing change and working on digital technology.

Kodak continued with the old business model and captured the market with 90% of the film and 85% of the cameras sold in America in 1976. With \$16 billion in annual sales at its peak, Kodak's profits in 1999 were around \$2.5 billion. The brand's confidence was boosted by this success but there was complete complacency in terms of embracing new technology. Kodak started experiencing losses in 2011 as revenues dropped to \$6.2 billion.

Fuji, a competitor of Kodak, identified the same threat and decided to transition to digital while making the most money possible from film and creating new commercial ventures, such as cosmetics based on chemicals used in film processing. Even though both businesses had the same information, they made different judgments, and Kodak was reluctant to respond. And when it started to switch towards digital technology, mobile phones with in-built digital cameras had arrived to disrupt digital cameras.

Q1 Although Kodak developed the technology, they were unaware of how revolutionary digitalization would prove to be, rendering their long-standing industry obsolete. Give your views on the following statement.