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| **Trim: Jan 2025 - Mar 2025**  **Maximum Marks: 50 Examination: ETE Exam Date: 01-04-25 Duration:3 hours** | | |
| **Programme code: 01**  **Programme: MBA HR** | **Class:** SY | **Trimester: VI** |
| **College:** K**. J. Somaiya Institute of Management** | **Name of the department/Section/Center:** | |
| **Course Code: 217P01C620** | **Name of the Course:** Organization Development & Learning Organization | |
| **Instructions: Answer all Questions.** | | |

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| **Question No.** |  | **Max.**  **Marks** |
| Q1 | **Case Adobe- a transformation of HR functions to support strategic change**  Many a times external factors lead to changes in organisational structures and culture. This truly happened at Adobe which has 11,000 employees worldwide with 4.5 billion $ yearly revenue.  Acrobat, Flash Player, and Photoshop are among the well-known products of Adobe.  Due to new emerging technologies and challenges posed by small competitors Adobe had to stop selling its licensed goods in shrink-wrapped containers in 2011 and switched to offering digital services through the cloud. They gave their customers option of downloading the necessary software for free or subscribing to it every month rather than receiving a CD in a box.  The human resource (HR) function also took on a new role, which meant that employees had to adjust to new working practices. A standard administrative HR function was housed at Adobe’s offices. However, it was less suitable for the cloud-based strategy and performed well when Adobe was selling software items.  HR changed its role and became more human centric and reduced its office-based functions.  The HR personnel did “walk-ins,” to see what assistance they might offer, rather than waiting for calls. With a focus on innovation, change, and personal growth, Adobe employed a sizable percentage of millennials.  Instead of having an annual review, staff members can now use the new “check-in” method to assess and define their own growth goals whenever they find it necessary, with quick and continuous feedback.  Managers might receive constructive criticism from HR through the workshops they conduct. The least number of employees have left since this changed approach of HR.  **A change in the company’s goals, products, style of working and culture changed and HR was forced to innovate and find new ways to operate to support these changes. Explain this proactive agile HR strategy as a business function and role of HR as a business partner in the growth of a organization.**  **What resources and support do you need to successfully implement the changes?** | 10 |
| Q2 | **Case. Barclays Bank – a change in ways of doing business**  The financial services industry suffered heavily during mortgage crisis in 2008. In addition to significant losses, the sector also had to deal with strict and aggressive regulations of their investing activities.  To expand its business, more employees were hired by Barclays Capital under the leadership of its former chief executive, Bob Diamond, who wanted to make it the largest investment bank in the world.  But Barclays Capital staff was found manipulating the London Inter-Bank Offered Rate (LIBOR) and Barclays was fined £290 million and as a result of this the bank’s chairman, CEO, and COO had to resign.  In an internal review it was found that the mindset of “win at all costs” needed to be changed so a new strategy was necessary due to the reputational damage done by the LIBOR affair and new regulatory restrictions.  In 2012, Antony Jenkins became new CEO. He made the following changes in 2014, which led to increase of 8% in share price.  Aspirations  The word “Capital” was removed from the firm name, which became just Barclays. To concentrate on the U.S. and UK markets, on Africa, and on a small number of Asian clients, the “world leader” goal was dropped.  Business model  Physical commodities and obscure “derivative” products would no longer be traded by Barclays. It was decided that rather than using its customers’ money, the business would invest its own.  Only thirty percent of the bank’s profits came from investment banking. Instead of concentrating on lending at high risk, the focus was on a smaller range of customers.  Culture  In place of an aggressive, short-term growth strategy that rewarded commercial drive and success and fostered a culture of fear of not meeting targets, “customer first,” clarity, and openness took precedence. Investment bankers’ remuneration was also reduced.  Downsizing  Beginning in 2014, branches were shut, and 19,000 jobs were lost over three years, including 7,000 investment banking employees, personnel at high-street firms, and many in New York and London headquarters. £1.7 billion in costs were reduced in 2014.  Technology  There was an increase in customers’ online or mobile banking, and increased automation of transactions to lower expenses.  To assist customers in using new computer systems, 30 fully automated branches were established by 2014, replacing the 6,500 cashiers that were lost to this change with “digital eagles” who used iPads.  These changes were made to build an organization that is stronger, more integrated, leaner, and more streamlined, leading to a higher return on equity and better returns for shareholders. This was also done to rebuild the bank’s credibility and win back the trust of its clients.  **Creating a fostering atmosphere, climate and culture is of paramount importance to reinvent the Vision, mission and goals/objectives of a business comment on the basis of Barclays example.**  **Who are the key stakeholders that will be affected by the changes, and how can you communicate with them effectively?** | 10 |
| Q3 | **Any 1**   1. What forces act as stimulants to change, and what is the difference between planned and unplanned change? 2. What forces act as sources of resistance to change? 3. What are the main approaches to managing organizational change? | 05 |
| Q4 | **Any 1**  1.Enumerate the antecedents of the Organization Learning in the evolution of a learning organization based on Chau’s work  2.Garvin has enumerated the Building Blocks of a Learning Organization based on these blocks assess the areas to evaluate the status or evolution of the LO  3.The Core Competence of the Corporation by C K Prahalad and Gary Hammel is a way to prevail in the Global Competition. Discuss the insights put forth by the two strategic thinkers.  4.There is no such thing as a Learning Organization but the beliefs and practices of individual members therefore the focus is on the Learning Community discuss based on the insight of Dori Digenti article. | 10 |
| Q5 | **Any 1**   1. Enumerate the 11 domainsof LO as identified through the literature review by Santa, 2015. 2. Human Capability Integrated Framework for Value Creation as the Next Wave of the Change Agenda 3. Vuca to Chaos to Clarity**.** | 10 |
| Q6 | **Short notes on Any 2**   1. First level versus deeper level learning. 2. Incremental versus transformational learning. 3. Collective learning, team learning, continuous learning. 4. Adaptive or single loop learning and Generative or double loop learning; 5. Adaptive organization learning and creative proactive learning. 6. Process of learning and the process of learning to learn | 05 |