

**Instructions:**

**Question one is compulsory and carry 20 marks**

**Attempt any four questions out of the remaining six questions and carry 10 marks each.**

Q1. Case Study

20 marks CO2

Jet east is a leading low-fare airline, based in Calgary, Canada, that flies to most major cities in Canada and numerous cities in the United States and other locations. With over 86% of Jet east employees as shareholders in the organization, their personal success is tied to the company's success. This fosters a corporate culture that is focused on safety, exceptional customer service and cost containment. The 2005 Canadian Corporate Culture Study singled out Jet east as having the most admired corporate culture in Canada. The company was also ranked second in "Innovation and Product/Service Development" and the third "Most Respected Corporation" in a 2004 survey of Canadian corporations. It is not surprising that Jet east has adopted a ForceTen solution for educating and training its personnel.

**The Challenge**

To maintain its position as a leading carrier, Jet east is continually training and upgrading staff skills to meet the highest standards of customer service and operational expertise. However, just as Jet east's organization is widely dispersed across the continent, so are its more than 6000 personnel. It is a workforce literally on the fly, at changing locations and on variable schedules. The challenge was to deliver diverse and timely training to this widely distributed pool of employees. Jet east made a preliminary attempt at e-learning, through an external provider, that proved unsatisfactory from the standpoints of expense, accessibility and reusability. A new impetus arose when compliance-driven training, mandated by Transport Canada, had to be delivered and tracked to 1200 Flight Attendants. With classroom access and student availability at a premium, the amount of instructor-led training had to be kept to a minimum. E-learning would address the immediate needs of the Flight Attendants and pave the way for more online training to follow.

**The Solution**

Jet east conducted a survey of potential solutions and determined that ForceTen was a logical choice. The in-flight group initiated the 'pilot' project, or proof of concept, for the Annual Flight Attendant Training Program. The chief advantage of this e-learning offering was that it was a self-directed "Home Study", with 24/7, browser-accessible delivery. This minimized the amount of time students needed to spend in class and optimized the remaining blended time.

The enthusiasm and enterprise exhibited by the Jet east In-flight group for this training approach was quickly embraced at the corporate level and generated further e-learning trails of divergent topics directed at Customer Services. As a result of these successes, ForceTen was soon adopted by Jet east, and staff were dedicated to deliver e-learning across the organization.

Jet east's online training consists largely of knowledge-based content that follows competency principles for adult learning. The sophisticated, media-rich capabilities of ForceTen content development enables a high degree of interaction and simulation that address the wide range



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of procedures and processes in the diverse Jet east work environment. The types of content that Jet east delivers through ForceTen includes; facts and concepts such as, information about new regulations and services; procedural skills (near transfer), such as completing reports; and principle-based skills (far transfer), such as attending to passenger needs.

Jet east's e-learning developers have also collaborated with external providers to meet increasing demand for browser-based instruction. Jet east has established standardized templates that are efficiently utilized by these outside contractors on Jet east's server. Jet east can then monitor and guide the progress of external development and seamlessly engage in the process at any stage. Object-based content in ForceTen's central database is easily re-purposed for varying audiences and applications across the organization, while usage, feedback and testing are tracked and recorded in the LCMS.

### The Result

Jet east's acceptance of this high-flying ForceTen platform has been quick and unequivocal. In addition to the courseware already mentioned, the training team has launched e-learning programme on Safety Management, Corporate Governance, Business Conduct, and more. The compelling advantages that Jet east has realized from ForceTen include; flexible and customizable content development, easy deployment and controlled delivery costs, robust evaluation and assessment, comprehensive tracking and reporting and instant updating.

### Questions

1. What was the business case for outsourcing the e-learning programme by Jet east?
2. Explain the contexts and contents for which e-learning approach is quite suitable?
3. Describe the nature and extent of collaboration required between training managers and technology professionals for successful roll out of e-learning programmes.

Q2. Any one from (a) or (b)

10 marks CO2

- a) If you had to choose between adventure learning and action learning for developing an effective team, which would you choose? Why?

OR

- b) Prepare a six months sales training calendar for all over India Starbucks outlets.

Q3. Any one from (a) or (b)

10 marks CO1

- a) Assume you have to prepare adult learners with basic computer knowledge for HR analytics training program. How will you ensure that they have high levels of readiness for training? How will you determine their readiness for training?

OR

- b) Describe that training and development is considered as a sub system of an organization?

Q4. Any one from (a) or (b)

10 marks CO1

- a) Explain the different learning theories stating its importance with training perspective.

OR

- b) State the mental and physical process involved in learning.



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Q5. Any one from (a) or (b)

10 marks CO3

a) Explain Blooms Taxonomy learning domains.

OR

b) Explain the difference between formative and summative evaluation.

Q6. Any one from (a) or (b)

10 marks CO1

a) State the importance and the process of training need assessment.

OR

b) State that behavior results from a person's conscious goals and intentions with relevant examples.

Q7. Any two from (a) or (b) or (c) or (d)

10 marks CO3

a) On the job training

b) Return on Investment

c) Cost Benefit Analysis

d) Simulation

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Subject: Organisational Development & Change Management

Max. Marks: 60

Duration: 3 Hours

Date: 24/05/2023

**Note:** 1) Q1 is compulsory. Attempt any four from the remaining six questions (Q2 to Q7) each carries 10 marks

2) Give relevant examples & draw suitable charts wherever necessary.

3) Answer every question on a fresh page.

**Q.1. Compulsory**

(CO1) (20 Marks)

The Electro Mining Company is a small firm, employing 400 people. Its annual sales from coal mining are \$63 million. Of this amount, \$3 million per year is profit. The company's purpose is set forth in annual reports, the employee handbook, and budget documents. It is to "extract and refine coal for use by utility companies, manufacturing firms, and schools, while contributing to the quality of working life for employees and to a clean environment." Company goals are thus implicit in the purpose statement. They are (1) to extract and refine coal, (2) to contribute to the quality of working life for employees and (3) to contribute to a clean environment.

The chief executive of the company recently hired a consultant to help top managers plan for the human resource needs of this non-unionized firm. The CEO and her immediate subordinates met for two days at a resort located 100 miles from the company's nearest coal mine. At that meeting, they crafted the wording for a role statement for OD. They stated that role as follows:

The purpose of human resource plans and development activities at Electro Mining is to improve the quality of working life of employees through efforts geared to help them prepare for future promotion in the company.

The top executives decided that OD had not been systematically handled, but that it should be. Responsibility for OD initiatives was delegated to a committee consisting of the CEO, the vice president of personnel, one line manager, and two experienced miners.

**Questions:**

i) Do you see any relationship between the purpose of the company and that of OD?

(10 Marks)

ii) Give your opinion on the OD Process which needs to be carried out in the near future?

(10 Marks)

**Attempt Any Four out of the Remaining Six Questions (Q.2. to Q.7.)**

**Q.2. Attempt any one from (a) or (b)**

(10 marks)

(a) Explain Current trends in OD. (CO2)

(b) Explain the 5 phases of OD strategy. (CO2)



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**Q.3. Attempt any one from (a) or (b) (10 marks)**

(a) Explain the Action Research Model. (CO1)

(b) Explain the term Organisational Climate Survey and its process. (CO1)

**Q.4. Attempt any one from (a) or (b) (10 marks)**

(a) Evaluate the different factors affecting Internal business environment. (CO3)

(b) Support the concept Resistance to change with the help of its types. (CO3)

**Q.5. Attempt any one from (a) or (b) (10 marks)**

(a) Identify the issues in Diagnosis. (CO2)

(b) Explain the term Change and the different Forces for Change. (CO2)

**Q.6. Attempt any one from (a) or (b) (10 marks)**

(a) Prove the term Organisational change with the help of an example. (CO3)

(b) Importance of Organisation culture in an organisation. (CO3)

**Q.7. Write short notes on any two from the following: (5 marks each) (CO1) (10 marks)**

(a) Six Box Model

(b) McKinsey's 7S Model

(c) Kurt Lewin's Model of Change

(d) Likert Management System

-----All the best-----



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