

Program: S.Y.B.Com (MS) Semester: IV Program Code: UGMS02
 Course: Change and Conflict Management Course Code: NUMS407
 Duration: 2 Hours Examination Pattern: NEP - Autonomous - External Max. Marks: 60

Instructions:

1. All questions are compulsory.
2. Figures to the right indicate full marks.
3. Draw neat diagrams wherever necessary.

Examination:
REGULAR

Q. 1	Attempt the following.	[15]	Course Outcome	Knowledge Level																																																																																										
	(a) Fill in the blanks with an appropriate answer from the alternatives given.	[08]																																																																																												
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	VII	Threat to job security causes				
	a.	Motivation	b.	Acceptance		
	c.	Resistance	d.	Participation		
	VIII	External cause of change includes:				
	a.	Leadership change	b.	Structure deficiency		
	c.	Workforce issues	d.	Government regulations		
	(b)	State whether the following statements are true or false.		[07]		
	I	Change can be both planned and unplanned.			CO1, CO2, CO3	L1, L2
	II	Fear of the unknown is a source of individual resistance.				
	III	Role ambiguity increases stress during change.				
	IV	Communication increases rumours during change.				
	V	Training has no role in cultural change.				
	VI	Conflict resolution focuses on mutual agreement				
	VII	Scarcity of resources can lead to conflict.				
Q. 2		Answer the following.		[15]	Course Outcome	Knowledge Level
	(a)	Analyze Lewin's Three-Step Model of change with examples.		[08]	CO1	L4
	(b)	Demonstrate the Five Conflict Handling Styles of Conflict Management.		[07]	CO3	L3
		OR				
	(p)	Analyze the Process of Change.		[08]	CO1	L4
	(q)	Illustrate how managers can develop strategies to manage interpersonal conflicts.		[07]	CO3	L3
Q. 3		Answer the following.		[15]	Course Outcome	Knowledge Level
	(a)	Distinguish between Integrative & Distributive Bargaining.		[08]	CO3	L4
	(b)	Describe how managers can handle employee resistance to change.		[07]	CO2	L2
		OR				
	(p)	Examine the relationship between ethics and effective conflict management		[08]	CO3	L4
	(q)	Explain the different Sources of Resistance to Change.		[07]	CO2	L2

Q. 4	Read the Case Study and Answer the following questions	[15]	Course Outcome	Knowledge Level
	<p>BrightWave Technologies decided to implement a new digital workflow system to improve efficiency. However, employees were comfortable with the old manual process and feared they would not be able to adapt to the new technology. Rumours spread that the change would lead to job cuts. Communication from management was unclear, and training was delayed. Middle managers were unsure how to guide their teams, resulting in confusion and stress. Resistance grew, productivity dropped, and conflicts increased among departments. The organisation realised that poor planning, lack of communication, inadequate training, and unmanaged resistance were major challenges affecting the success of the change initiative.</p> <p>Questions:</p> <ol style="list-style-type: none"> 1) Identify the challenges of change management mentioned in the case. 2) Examine how poor communication and lack of training contributed to resistance in the organisation. 3) Design a strategy BrightWave Technologies could use to overcome these challenges and implement change successfully. 		CO2	L2, L4, L5

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