

VPM's
DR VN BRIMS, Thane
Programme: MMS (2015-17) (HR)
Fourth Semester Examination April 2017

Subject	Organization Development		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages		Date	12.04.2017

Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.

Q1) 20 Marks (Compulsory)

Joy Foods Ltd was started in 1995, to manufacture jams, ketchups, and squashes for the Indian market and was owned by the Kulkarni brothers whose family were accomplished in the food business for many decades. They set up a plant at Chiplun, Maharashtra from where this successfully produced all their products. The Plant had 100 workers. The Company was sold out to Comfort Foods International based in Netherlands, in the year 2010. Comfort Foods International is a giant with a revenue of \$5 billion operating in 45 countries of the world. After taking over the Indian company, Comfort Foods International appointed its own expatriate Managing Director, Mr. John Smith, a PhD in food technology with about 20 years of experience in the Company, having worked in many countries before coming to India in 2010.

Mr. John Smith inherited the Indian team after the Indian owners left the scene at the time of takeover in 2010.

Comfort Foods International has a dominating presence in the international market for cheese, chocolates, and fruit juices. When they took over Joy Foods, they found an opportunity to expand the Chiplun Plant for manufacturing cheese and fruit juices, especially because they could source mangoes, and other fruits from the fruit belt in Maharashtra, which also had a strong sugarcane growing belt in the region.

They expanded the manufacturing facility at Chiplun by doubling the manufacturing capacity at Chiplun to introduce fruit juices and chocolates at the same site. In addition they set up new manufacturing facilities at Baddi in Himachal Pradesh (due to tax and other incentives).

Upon taking over the company in 2010, Mr. John Smith found that the entire top management, the head of finance, HR, production and sales left the company within 1 year of his joining. Mr. Smith appointed new heads of functions for production, Mr. Sunil Jha. However, he assumed the role of R&D and Marketing himself, and appointed an expatriate head of purchase, Mr. Bill Simon, and another expatriate as head of sales, Mr. Tom Cruise. The head of HR, Ms Sheela Kulkarni, was appointed in 2012. The entire second line of management is in the age group 28 to 32.

Recently the Maggie Noodles controversy resulted in the Government and Regulatory Authorities clamping down on packaged foods, as a consequence the food industry faced tremendous pressure to improve its quality standards as well as packing and manufacturing processes from the safety and hygiene point of view. The Company does not have any person to head the regulatory function and Mr. John Smith himself handles safety, regulatory and other related matters himself.

Recently huge stocks have piled up at the various regional offices and warehouses because the sales have not moved as expected and in fact the stagnation of sales has resulted in expired goods being returned back to the company causing serious losses.

The Indian consumers have not yet taken a liking to the concept of eating cheese, because the Indian consumer prefers home made paneer, which is traditionally popular in North India as compared to cheese. On the other hand the Indian consumer prefers Indian sweets such as barfi, gulab jamun, etc for all Indian festivals and the company has not been able to encourage the shifting of Indian preference from Indian sweets to chocolates for festivals like Diwali, Dussehra, Ganesh festivals and New Year celebrated in different states (Baisakhi, Onam, etc.)

The Company does not have a proper information system to track the bottlenecks in logistics, purchase, planning, and other interfaces between production, sales, finance, HR, and quality control. The Company is yet to set up a full fledged marketing team for branding the products and systematic campaigning to promote the brand of the Company has not yet happened.

The capacity utilization of the plants has dramatically reduced in the last 6 months.

The retailers are not stocking the goods because they are not sure if sales will improve.

There is a high turnover of employees in the company due to excessive workload, and the managers are all individual contributors who do not have any back up or support for administrative work, such as contractual stuff, or outsourced support. John Smith takes his own time to take decisions in a very systematic and methodical way and is very critical of fast decision making because he is not familiar with the Indian culture and is afraid that decisions could backfire. He humiliates team members in public and criticizes them. He strongly believes in training and development, but is at loggerheads with the HR head, who does not believe in training people and thinks that when an employee is recruited from outside, he should be ready to deliver from day 1 and it is not the task of the company to spend money on training anybody. Hence, the CEO and HR head are at loggerheads, with conflicting instructions and policies creating confusion in the minds of the employees.

Employees walk in at any time and leave the company at any time. Frustration is very high. In certain departments like finance and sales, the abnormal work load and timelines have caused break down of people who have left the company.

The Company's core competency in the field of cheese and chocolates is yet to be leveraged in the Indian market but sales are dropping because departments are working in isolation, without co-ordination, and the organization is heavily focusing on the market in North India and North, Western India with no presence in south or east India, where product promotion is absent.

Based on the above case answer the following questions:-

- a) Conduct a detailed diagnosis of the company situation at the level of (i) individual, (ii) group, and (iii) organization.
- b) Suggest interventions at the level of individual, group and organization, in order to bring radical change in the above company situation. Give detailed reasoning for your suggestions.

Attempt Any FOUR from the Remaining SIX Questions

Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) State at least two definitions of Organization Development.
- b) Based on these definitions, elaborate on what OD means.
- c) What are the kind of problems that OD can be applied, to bring change in an organization?

Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Explain Lewin's Force-Field theory of change.
- b) What are the forces to be restrained in this model?
- c) Give an example of change management wherein you will use this model to bring change.

Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Explain in detail the Action Research Model.
- b) What is the difference between Action Research Model and Kurt Lewin's two models?
- c) What are the key issues in implementing the Action Research Model?

Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) When you diagnose a group, what are the various components you will diagnose with? regard to inputs, design and outputs?

b) Diagnosis at an individual level involves various factors relating to the individual. Explain in detail.

c) Explain the Kubler-Ross Change Curve. Why is it important to know this? Give an example of change management wherein you will use this model.

Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

a) How many organisation levels do we work at in OD?

b) What is the difference between a group and a team?

c) What are the four types of organizational issues that concern OD?

Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

a) Explain the 4-D model in detail.

b) Give some applications of how the 4-D model is used in different fields.

c) Give five examples of how a problem statement can be transformed into an opportunity statement.