

PGDM, 2020-22
Organization Development and Leadership
DM-322
Trimester – III, End-Term Examination: April 2021

Time allowed: 2 Hrs 30 Min
Max Marks: 50

Roll No: _____

Instruction: Students are required to write Roll No. on every page of the Answer Sheet. All other instructions on the question paper / notifications should be followed meticulously.

Sections	No. of Questions to attempt	Marks	Total Marks
A	Minimum 3 questions with internal choices and CILO (Course Intended Learning Outcome) covered	3*10	30
B	Compulsory Case Study	20	20
			50

SECTION A

1(a) Suppose your organization experiences a dissatisfaction regarding performance appraisal, how would you diagnose the underlying problem? Explain using the organization, group and job level diagnostic models. (CILO 1)

OR

1(b) In the absence of vision, change is likely to be disorganized and diffused. Without the support of powerful individuals and groups, change may be blocked or even sabotaged. Unless the transition process is managed carefully, the organization will have difficulty functioning while it moves from the current state to the future state. Elaborate how these three activities should be managed to ensure that the change attempt is successful. (CILO1)

2(a) For any OD project execution, why are hard factors like Project duration as well as soft factors like culture and leadership critical for the sustainability and success of the intervention? (CILO1)

OR

2(b) Why should change leaders be flexible while interacting with others? Citing examples from actual cases, explain how Situational Leadership and Transformational Leadership might help in making a change management initiative more effective. (CILO2)

3(a) Amazon's acquisition of Whole Foods in 2017 was a vertical integration that would allow Amazon to grow beyond the e-commerce space and sell groceries in hundreds of stores that belonged to Whole Foods. The core incompatibility of the cultures of Amazon and Whole Foods led to suboptimal results. Amazon's culture is rooted in efficiency, technology, and not being highly personalized. Whole Foods is more driven by a more idealistic set of values and approaches. Stories of Whole Foods' processes being made more "efficient" and affecting employee morale are

also common. What are the factors affecting Amazon's decision to acquire Whole Foods? How is this acquisition different from a strategic alliance? Also, cite reasons for failure of the above acquisition. (CILO3)

OR

- 3(b) The military is an organization that clearly articulates the power and responsibilities of its employees based on rank. Each level oversees those levels below and reports to the level above. An advantage of this type of culture is that the authority and responsibility of each employee is clearly defined for success. As the communication flows from top to bottom, everyone should be clear on what is expected. However, this often creates a bureaucratic behaviour that can make the flow of information and the decision-making process a slow one. Explain the type of culture military follows. What will happen if the military follows different types of culture as discussed in the competing values approach? (CILO3)

SECTION B

Seldom if ever can a World Bank president have made a speech as impassioned and as critical as the one Mr. James Wolfensohn made to 300 senior colleagues at a meeting in Washington on 12th March, 1996.

After a 90 minute speech, he concluded on a high note, adopting the tone of enthusiasm he hoped to inspire his subordinates with, 'I am ... talking about a new atmosphere of change and a new atmosphere of hope and a new dream ... where we can say we are affecting the lives of people in the world (more) positively than anyone else, and we are doing it barely.'

He spoke of a 'humanized' Bank, of a future when, 'we can say that we care, that we can cry about poverty, that we can laugh when people have a good time, that we can embrace our clients, that we can feel part of them, where we can tell our kids we made a difference.' He had even invited two of his own children to earlier inspirational sessions, 'because I want them to be proud of me, I want them to think that what I am doing is different.'

But these comments came at the end of an extraordinarily critical session in which the new Bank chief, reviewing progress after nine months as head, alternately cajoled, chastised, implored and berated his listeners. Participants say the atmosphere was by turns subdued, and electric.

The issues were wide-ranging. But again and again, Mr. Wolfensohn hammered home one central message with a vivid metaphor: there was a 'glass wall' which was standing in the way of his efforts to ensure that the Bank was more efficient as a development agency.

The Bank chief's frustration was palpable: he had staked his reputation on revolutionizing the internal culture of the organization, as an essential prerequisite to improving the Bank's ability to deliver development worldwide. Among other things, Mr. Wolfensohn wants success in the Bank to be judged by the performance of projects rather than the number of loans approved.

At times, his tone bordered on despair: 'I don't know what else we can do, in terms of standard or even non-standard approaches, to try to bring change in the institution. I just don't know what else to do.' 'How can we get a new basis for working inside the bank? How can we change the atmosphere? How can we move from cynicism, distrust and distance, to risk-taking and involvement? There is a need, somehow, to break through this glass wall, this unseen glass wall, to get enthusiasm, change and commitment,' he said.

'I cannot have a situation where we as a group don't have that sense of excitement, commitment, and trust. I don't expect it overnight, but I have to tell you we have got to change this, and I don't know how to do it. I just don't know how to do it.'

Bank insiders say his comments were partly designed to shock his audience – the managers whose past performance had inspired widespread distrust among the staff. They said Mr. Wolfensohn did not believe his experiment in more effective management was in peril.

But the evidence from internal Bank studies of personnel, cited by him in the meeting, was grim. Results of Bank 'focus' groups 'undeniably showed that there is a lack of trust in management, a huge sense of cynicism and there is some distance which I cannot get my hands on between expressed desire to move forward for change, and commitment in the organization... there is a palpable reservation in the air.'

The distrust was hampering efforts to restructure the organization. Mr. Wolfensohn was keen to improve the Bank's relationships with its clients by creating posts for 'country managers' who would be the main point of contact for governments. These country managers would then draw on specialist skills within the Bank through an internal market. Senior officials said that the staff supported the principle of this plan, but feared that it would be exploited by the chosen managers, who would exercise favouritism and patronage in the way they used resources elsewhere in the organization.

The studies showed that 40 percent of Bank employees did not trust management. Bank insiders believed that was partly the result of past personnel policies: 'When good people don't always get promoted and those promoted are not always good, then the management responsible for that does not engender trust,' said one participant in the meeting.

Such a personnel issue was high on the agenda at the meeting: senior staff members were unhappy about alleged favouritism on the part of Mr. Wolfensohn and his top aides in the choice of individuals for a new training initiative. But questioners soon moved on to other issues. One senior manager took the opportunity to complain: 'Up to now, I've had the impression that you thought you had all the answers, and that the message was "get on board or get off the ship".' Others spoke of a 'culture of approval, a culture where people don't express their opinions forthrightly' for fear of jeopardizing career prospects. For his part, Mr. Wolfensohn said he was astonished at 'the lack of interpersonal generosity and the lack of a team, a sense of team.'

He appealed to his colleagues to do their own independent thinking about change. 'I do not have a monopoly on the ideas ... I am enfranchising every one of you ... to come up with some ideas of how we can bring about the change,' he said, adding, 'there is just something here which the surveys show, and which I can feel, which is inhibiting us ... and I just beg you to think about it.'

Questions:

4. Analyze the situation that Mr. Wolfensohn was facing in his role at the World Bank. (CILO1) **(7 marks)**
5. If you were in his place, what interventions would you recommend? Justify your views. (CILO3) **(7 marks)**
6. How would you lead the change interventions recommended by you, so as to avoid resistance and facilitate acceptance of the same? (CILO2) **(6 marks)**

X-----X-----X