

PGDM 2017-19
Organization Development and Leadership
DM-322
Trimester –III, End-Term Examination: March, 2018

Time allowed: 2.5 Hours

Max Marks: 50

Roll No: _____

Instructions: Students are required to write Roll No. on every page of the question paper; writing anything except the Roll No. will be treated as **Unfair Means**. All other instructions on the reverse of Admit Card should be followed meticulously.

Sections	No. of Questions to attempt	Marks	Marks
A	3 out of 5 (Short Questions)	5 Marks each	3*5 = 15
B	2 out of 3 (Long Questions)	10 Marks each	2*10 = 20
C	Compulsory Case Study	15 Marks	15
		Total Marks	50

Section A

- A1. "Organization development is a process of planned change". Elucidate with examples.
- A2. Enumerate any five important competencies of an effective OD practitioner.
- A3. What employee involvement strategies will you adopt to sustain the change process?
- A4. Explain any five features of a successful feedback process which will facilitate the ownership of the feedback data.
- A5. "Excellence of an OD intervention is based on right diagnostics". Comment.

Section B

- B1. What are the different types of OD Interventions? Explain in detail any two interventions with reference to their relevance in contemporary industries.
- B2. Illustrate the role of a leader in managing a structural and cultural change in an organization.
- B3. Why is it critical to align people on the desired change so as to ensure effective implementation and sustainability of change for achieving the desired business results?

Turn Over

45

Section C

Read the following case and answer the questions that follow. All questions are compulsory and carry five marks each.

Deloitte: Focused on People, with Appreciation

When Ian Steele became head of Deloitte's Glasgow office, he set out to discover what people liked and did not like about working there. He realized that people remember how you make them feel, so he decided to focus on people and emphasize training and development. The results have been very positive, as 80% of employees say that their position in Deloitte is good for personal growth, and 82% say their experience is good for their future. 73% find their work stimulating and 72% report that they are excited about the company's future.

Ian Steele is a reflection of the excellent leadership at Deloitte UK, which has earned an 80% approval rating from employees. Their confidence in senior management is also reflected in a survey that showed 69% of employees were not just motivated, but inspired by Deloitte UK's senior partner and chief executive, John Connolly. When Deloitte's UK operations hit nearly \$4 billion in revenues, everyone received about a \$2,000 bonus, a bottle of champagne at Christmas, and an extra day off. Those were the good times. How about the hard times?

During difficult times, Deloitte needs to look at meeting different kinds of employee needs. At the onset of the global recession in late 2008, Connolly actively provided regular voicemail updates on how the company was dealing with the crisis; another sign of excellent leadership. A recession is an opportune time for a company to explore creative ways to manage and lead people. Deloitte experimented with reduced hours, unpaid furloughs, and lateral career moves. Crises are times in which to seek out new opportunities while being attentive to the dangers and pitfalls that are most often the focus. Going up the career ladder in hard times may be difficult, even impossible, but does this mean work becomes a dead end?

People's needs change as their circumstances and life demands change. Therefore, Deloitte implemented a Mass Career Customization (MCC) program as a way to motivate talented women and men to remain in the workforce. Rather than being stuck with the pressure of a career ladder, Deloitte employees may move up, down, or across what is a career lattice, depending on their life goals. The MCC concept worked wonders for Deloitte tax accountant, Chris Keehn, who was frustrated by the very long hours that cut into time with his four-year-old daughter. With support of his senior manager and two of Deloitte's partners, Keehn shifted gears and began telecommuting four days each week. Career customization is especially good in meeting the needs of millennials who want more work-life balance; young parents like Keehn who want more time with children, and boomers who are easing into retirement.

The key to the success of MCC arrangements is a win-win outcome of positive social exchanges. At the center of the concept is the employee's life goal(s). What do you want most? The answer to that question is the key to Deloitte's MCC program, as each employee's lattice is nailed together by twice-a-year evaluations that consider career targets and larger life goals. Answering that question is a key to the Deloitte program, and shows how the firm focuses on and appreciates its people.

- C1. As an OD consultant, what type of intervention would you prefer in Deloitte's case? Why?
- C2. Because of the recession, Deloitte (and other companies) may not be able to offer significant financial incentives to motivate employees. What kind of non-financial incentives could it offer in order to attract new talent, and to prevent current staff from defecting?
- C3. How could Deloitte use the idea of eustress as an intervention tool to motivate employees? 46
