

University of Pune
Department of Management Sciences (PUMBA)
Executive MBA
Internal Exam March - 2013
405 (C) - Organisation Development

Time: 1.30 hrs

Total marks: 30

Instructions:

- *Attempt any 2 questions out of Q.1 to Q.4.*
- *Question 5 is compulsory.*

Q.1. What are the phases of organization development? Illustrate it with suitable examples.
8 Marks

Q.2. What is system perspective of Organizational Development?
8 Marks

Q.3. with example explain the concept of Forced Field Analysis.
8 Marks

Q.4. According to you, in the age of globalization, what are the current challenges in the field of organization development in India?
8 Marks

Q.4. Read the case study and based upon the cited information suggest a suitable model of organisation change that AVENDRA can adapt and implement. Answer it briefly.
14 Marks

Case Study

AVENDRA, LLC is MNC Located in Rockville, ., Avendra was established on January 27, 2001, as a joint venture by Marriott International Inc., Hyatt Hotels Corporation, ClubCorp. USA, Inc., InterContinental Hotels Group and Fairmont Hotels & Resorts, leading organizations in their respective hospitality markets. A small startup company with employees in the United States and Canada (starting from 110 employees to 230 in just over a year), Avendra is one of the leading procurement services companies serving clients in the hospitality, club and related industries. The company's mission is to help hospitality customers buy the right products, at the right price, from the right distributor," along with the organization's values—People, Customers, Innovation, Collaboration and Impact—succinctly describe Avendra. Today, Avendra is the largest hospitality procurement services company in North America and the Caribbean. But Today **AVENDRA is facing challenges as below.**

AVENDRA'S CHALLENGE

As a relatively new and small organization, Avendra faced many challenges. One of the most pressing issues was the skyrocketing turnover—from 5% in 2001 to 23% in 2002. The company lacked alignment internally, as evidenced by poor employee morale, high turnover and a general lack of ownership by employees in their respective roles. Many of the employees had worked at the companies that created the joint venture, which were considerably larger than Avendra, with established policies, programs and work processes. In contrast, the workplace at Avendra was an entrepreneurial environment. Associates did not adjust to this change easily, thus the high turnover and poor employee morale. In May 2002, the Executive Team met to discuss how to continue achieving top customer satisfaction in view of the 100% turn over increase, negative associate morale and feelings of overwork and stress.

Following are Signs *of a Lack of Alignment likely to be observed generally.*

- People remain silent and don't voice their opinion when you call for a decision.
- You keep being surprised by the actions people take because they are inconsistent with the agreed-upon direction.
- You don't see tangible progress on an issue when by all rights you should be moving forward throughout the organization.
- In meetings, people keep bringing up issues that you thought were resolved.
- People complain, make excuses and blame others for lack of progress.
- You observe a lack of ownership and enthusiasm for implementing a course of action that has been set.
- People state that they disagree with a decision or a direction that has already been taken.