K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH, Vidyavihar, Mumbai- 400077

Program: PGDM *(Batch2016-18), Trimester-V* Subject: Learning Organization and Organization Development (End Term Examination)

Maximum Marks: 50
Duration: 3 hours

Date: 26/12/ 2017

Instructions
1. Attempt all questions

2. Do not attempt any extra questions they may not be marked .

QUESTION 1   Case Analysis (10 Marks)
ROCs at ABC Ltd

About ABC Ltd.

ABC Limited is one of the leading diversified conglomerates of India, with businesses in technology, construction and engineering. It's more than 70 years old organization, known for its quality of work and professional management. With humble beginnings, the company always had a sharp focus on quality and keeping the commitment to customers even if it meant incurring a loss in particular assignment. This concern for quality was visible beyond business operations. So the fress recruits had to be from the IITs or other top ranked institutions. Learning & Development has to be best in class. The value of human resources central to the organization.

As the proportion of millennials in workforce grew, the landscape gradually started changing. 'You join ABC Ltd to retire here' was no more true for the younger workforce. As the competition from IT industry picked up, ABC Ltd. was no more the 'darling recruiter' at the engineering campuses. Consequently, they had to go to Tier 2 campuses to meet their needs of younger workforce. Since many of the youngsters who were leaving ABC Ltd, wanted to pursue MBA Programs, ABC Ltd tied up with one of the top - ranking B-Schools to offer Executive MBA Program while on service.

One of the top - ranking management consulting firm worked on various aspects of the organization and made significant recommendations for improvement. One of the recommendation on HR was to make the work place more engaging since the proportion of the younger workforce was on the rise. Instituting recognition practices was one of the recommendations made.

Employee Recognition at ABC Ltd:
It was in January 2006 when HR team at the construction division of ABC Ltd. was mulling over instituting some non-monetary form of employee recognition. Need to recognize employees had been recommended by Boston Consulting Group (the consultants for the company to facilitate formulation of its long term (2005-10) strategic plan), as one of the HR intervention. While the

need was clearly established, various divisions of the Co. were grappling with the issue of operationalizing the idea. That is when Vinod Solunkhe, who had recently joined the HR team of the division as the Chief Learning Officer, was tasked by the then Vice President and Head-HR of the Division, Mahesh Mistry, to take it forward.

While the ideas sounded like the popular advertising slogan "What an idea Sirji!" Vinod was thinking hard about where to make the beginning. From whatever he had seen of the organization, open celebration of good performance was not a common practice. However, he was convinced that the idea of recognition had the power to change the mindset as it catered to a natural need of an individual.The task was an important one since one of the findings of BCG suggested that along with Functional and Operational Excellence practices needed, the need of the hour was to take up initiatives on the HR front to support the growth plan. It emphasized the need for younger people to be recognised on a regular basis. It reiterated the need to strengthen the culture of recognition and to enhance employee engagement. Drawing upon his previous experience with another small, subsidiary of ABC Ltd. where a somewhat similar process was instituted, Solunkhe proposed a non-monitory recognition (NMR) Scheme to be administered on quarterly basis and presented it to his boss, Mistry. Between himself and Mistry, they decided to proceed with the discussion with the SBU Heads and an invite to them was sent out. The discussion with the business heads brought to the fore diverse responses. These ranged from NMR being seen as a 'much - needed -and –overdue - scheme to be implemented immediately' to 'why-we-have-to-make-such-a-public-show-of-recognition'. After a prolonged deliberation, there was a convergence of thinking and it was decided that NMR Scheme should be instituted.

Accordingly, the Scheme document was circulated to everyone at the location.

What NMR aimed to achieve
Pull for superior performance – Younger colleagues and new employees saw in NMR a process which could help them gain recognition and acknowledgement in a short span of time with the company
Senior managers saw NMR as an excellent process to acknowledge team members in the time period of a Quarter rather than having to wait for the year end Appraisal process.
Overall, it was meant to reinforce a culture of appreciation.

In a nutshell, the Scheme involved following steps:

NMR Process

1.1. Inviting nominations

At the end of each quarter, a communication was sent out to all the SBU Heads and also posted on the Daily News Bulletin, inviting nominations from the managers for the work done in the previous quarter.

1.2. Review of nominations

The nomination note submitted by the manager of the contributing employee, briefly described the key aspects of the work done. These were reviewed by the Solunkhe and Jagdish Bapat, who headed the technology cell of the division.

1.3. Felicitation

A quarterly function was organized to felicitate the NMR winners by the President of the division. The HR Head, the business heads and the nominating managers and employee in general were invited to function. The winners were informed through a congratulatory email

under intimation to their senior. Solunkhe mostly opened the function giving an overview of the process and the businesses represented among the winners.

- The President and the HR Head felicitated the winners. The citations read out included the brief on their contribution. The SBU Head and the nominating manager were also called to join the winners at time of the felicitation. The winners were presented a plaque and a certificate highlighting their contribution.
- The winners collected their gift vouchers (Rs. 2500/- each) from HR after the function.

Box 1.2

The NMR Scheme continued in this form for about two years. The number of nominations grew manifold-from 7-8 to approximately 60 nominations per quarter. **Among other things, the support it received from the President of the division greatly helped in its institutionalization. In one of the felicitation functions, he described it as a 'terrific combo impacting employee engagement and operational excellence in the Company'**. Inspite of his demanding schedule, there was hardly any felicitation in the last 5 years that he had missed. Because of his encouragement and support, the Scheme soon found it's way at other locations of the division, taken forward by the local HR teams.

As the number of nomination grew, the HR team reviewing the nominations decided to broad-base the review process by involving senior members from business and service units. Accordingly, the three General Managers from each of the three business verticals were roped in to join the Review Committee, in addition to Solunkhe and Bapat.

Going forward, the Review Committee felt that there was a need to need to spell out the criteria for evaluating nominations, more explicitly. Solunkhe presented the draft and after some deliberations, the following three dimensions were agreed as the basis for evaluation:

- **Innovation:** Is the contribution made is first of it's kind or it has precedence?
- **Benefit to the Company**: One time or recurring? Marginal or substantial?
- **Stretch:** Was it accomplished in the regular office hours or it required extraordinary stretch?

Each of these were rated on 1 to 5 point scale and anyone scoring 9 out of 15 was chosen for the recognition.

The birth of ROCs:

In the year 2007, the new HR - Head, Ramanujam Sriraman joined the division. As he attended the first NMR felicitation function, he was quick to point out the need for a few changes. The first was - why call it non-monetary recognition? We should choose a better phrase. By next morning, there was a mail from him re-christening it as **ROCs,** an acronym for **Recognition for Outstanding Contributions**. Very quickly, the winners began to be spoken about as ROCs.

Sriraman also suggested that instead reading out detailed citations of each of the winners, we should ask the winners to display their work in the form of a **Learning Cafe-**a creative representation of their contribution for the audience to be able to appreciate the work. The idea soon caught on as people went curiously went around the learning cafes, making enquires to gather more details of the contribution. The ROCs saw in it an opportunity to present their work in more elaborate manner to wider audience.

Since then the ROCs Scheme has been growing stronger with every quarter as the employees and their managers find it a very potent tool of knowledge dissemination and recognition for excellence.

The key steps involved are:

ROCs Procedure

1.1.   Inviting nominations

At the end of each quarter, a communication is sent in the Daily News Bulletin inviting nominations for ROCs from managers for the last quarter. A direct email to the business heads is also sent. The ROCs scheme, are mentioned in Exhibits1.

1.2. Review of nominations

a. The nominations received for the quarter are put for review by the ROCs Review Committee. The committee comprises of seniors representing business verticals, Technology Cell and HR to factor diverse perspectives.

b. The nominated teams/individuals are sent an email informing them about their nomination and asking them to share their work in front of the committee. This is done in the form of a brief interaction of around 8 mins out which 4 mins are given to them to share the key challenges involved in the work and the remaining 4 mins are used by the committee members to QA and seek clarifications.

c. The committee assesses each nomination on dimensions the three dimensions- innovation, benefit to the organization and stretch involved. Each member rates the work on a scale of 1-15 and an average rating (score of least 9) is required to qualify as a winner.

1.3. Felicitation

• A function is organized to felicitate the ROCs. President of the division, HR-Head, business heads and the nominating managers and employees in general are invited to the function.

• The winners are informed through a congratulatory email on which their seniors are also marked. At the function, the winners are expected to showcase their work (posters/ presentation/3-D models) which is called a "Learning Café".

• One hour before the function starts, the winners put up their café at the venue and the

• ICONs review committee members go around to judge the "Best Learning Café" of them all.

• The function includes an overview of last quarter's nominations & review process by Solunkhe, address by the President and the HR Head. The citation of the winners is read out by the MC. The President and HR Head present the plaque and certificate to the winners and the concerned SBU Head and the nominating manager join the felicitation.

• The winner of "Best Learning Café" is announced after all winning teams have been felicitated.

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1.4. Post-function

• An email is sent to all the winners asking them to collect their Sodexho gift vouchers each worth Rs 2500.

• A write-up on the function with photographs, etc is released in the Daily News Bulletin.

• The citations of the winners are uploaded on the ROCs portal specially created for this purpose, along with a photo album of the occasion.

• Follow up to institutionalize the process improvement (that won the award) at other locations / businesses as possible.

Institutionalizing Process Improvements:

On the advice of the President, Solunkhe and team have now taken up the work of institutionalizing the process improvements (recognized through ROCs Scheme) across the business verticals. There is increasing enthusiasm in the contributing teams as well as beneficiary

units to take advantage of the institutionalization efforts. To support this effort, a quarterly e-bulletin on employee recognition called 'R-Zone" has been launched to ensure wider dissemination of the innovation recognized through ROC Scheme.

Strengthening Employee Recognition Program in Construction Division:

While ROCs Scheme is growing in strength, the Gallup Engagement Survey carried out in the year 2009 brought out the need to supplement it with some 'on-the-spot' recognition program. Accordingly, a survey of such practices across the industry was carried out.

A sample practices are given below.

Company Name	Sector	Recognition Practices
Mahindra Satyam	IT	Pat-On-Back, Bravo Certificates, Thank You /Appreciation Mails.
Wipro	IT	Feather in my cap , Thanks a Zillion , Dear Boss , Mastermind , Wipro Hall of Fame
Aditya Birla	Manufacturing and Services	PRIDE awards, Chairman's award for individual excellence.
Toyota Motors	Automotive	Stickers on Walls and Machinery
ICICI bank	Banking	Linking Knowledge Management Systems with reward points ,
Taj Hotels	Hospitality	STAR campaign

After deliberation, an a new initiative called R-Centre has been instituted. R-Centre is an IT enabled system for managers to acknowledge the good work of their teammates 'on-the-spot'. Though at its infancy, the interest in its usage continues to grow.

With a committed HR team at the division, the employee recognition program is poised to remain a vibrant HR process engaging employees across the levels and contributing to operational excellence and bottom line.

Exhibit – 1
ROCs Scheme

i. The scheme covers Trainees, Supervisory, Executive, Junior Management and Middle Management cadres of employees**.**

ii. The nominations are invited from the line managers in a particular format. The managers send the nomination note to HR spelling out the details of the contribution made by their team or an individual employee.

iii. Both individual and team nominations are allowed. In case of a team nomination, the team size should preferably be not more than 5.

iv. The ROCs review committee consisting of representatives from across the verticals & service functions, evaluate these contributions based on three criteria i.e.

    a) **Innovation** - Does the contribution have any precedence or was it the first time?

    b) **Benefits to the organization** - Did it mean one time or recurring benefits? Was the benefit marginal or significant? and

    c) **Stretch** - was it achieved in regular course of work or it required stretch beyond the call of duty.

Q As the organization is evolving and maturing over a period of time and as the survey suggest other non-monetary recognition methods deployed by other leading organizations. Is it time for ABC to modify its recognition programme ? Is it time to add some monetary

aspects to the programme. As an OD consultant what would you suggest to the Rewards and Recognition team of ABC Ltd.

QUESTION 2 Any two from (20 Marks)

(a) Describe the methods for diagnosing and collecting data. What are some of the precautions to be undertaken during analyzing data?

(b) Discuss the processes associated with the design of intervention and the roles of the key stakeholders in the same.

(c) Discuss the importance and benefits of large-group interventions in the change management process.

QUESTION 3 Any two from (20 Marks)

a. Huber in his paper on Organizational Learning has focused on the process and literatures in learning. Based on the paper bring out the areas of paucity of research as envisioned by Huber.

b. Critically evaluate the strategic architecture of a Learning Organization as envisaged by Goh in the article Towards a Learning Organization the Strategic Building Blocks.

c. There are many striking parallel things in competence theory and in organisational learning theory –Explain the model in terms of a stable entity and dynamic development.

d. Analysis of the planned learning initiatives that are being undertaken by different functions with examples of integration, its enablers and barriers. Knowledge managers and human resource managers can proactively use it for a more "joined up" approach to learning. Discuss in the context of Christine van Winkelen and Jane McKenzie paper on Integrating Individual and Organisational Learning Initiatives.

e. Explain the role and importance of Single-Loop Learning, Double-Loop Learning, Triple-Loop Learning in the evolution of a learning Organization

----------------------------End of Paper---------------------------