

*Program: PGDM Exec (Batch2017-18), Sem-IV, End Term Exam paper, Subject: Strategic leadership & Change management*

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**Program: PGDM Exec (Batch2017-18), Sem-IV**  
**Subject: Strategic leadership & Change management**  
**(End Term Examination)**

**Maximum Marks: 50**

**Duration: 3 hours**

**Date: 18<sup>th</sup> September, 2018**

**Time : 10.30 am to 1.30**

**pm**

**Instructions**

- 1. Q1 is (Compulsory)**
- 2. Attempt Any Five from Question 2**

**Case Culture: The Backbone of An Organization**

People in every workplace talk about organizational culture, that mysterious word that characterizes a work environment. One of the key questions and assessments, when employers interview a prospective employee, explores whether the candidate is a good “cultural fit.” Culture is difficult to define, but you generally know when you have found an employee who appears to fit your culture. It just "feels" right.

Culture is the environment that surrounds you at work all of the time. Culture is a powerful element that shapes your work enjoyment, your work relationships, and your work processes. But, culture is something that you cannot actually see, except through its physical manifestations in your work place.

An organization’s culture is made up of all of the life experiences each employee brings to the organization. Culture is especially influenced by the organization’s founder, executives, and other managerial staff because of their role in decision making and strategic direction. Culture is represented in a group’s: language, decision making, symbols, stories and legends, and daily work practices.

**Background of IVY**

Ivy was started by Mr. Kishor Shetty in the year 2000, initially as a banquet hall. Six months since its inception, the restaurant was introduced. Since then it has gone on to become one of the most famous and successful restaurants in the central suburbs. The property is of 20,000 square feet which includes a restaurant, a banquet hall and a garden lawn. They serve vegetarian as well as non-vegetarian food and they also have a bar. The cuisine includes Punjabi, Italian, Chinese and Thai food. The ambience is very homely. The restaurant is divided into different themes with appropriate décor to compliment it.

### **Culture at IVY**

At IVY restaurant, the most important aspect that is focused upon is the sustenance of culture that has been prevalent at IVY. A lot of hard work has gone in the creation of the culture that exists at IVY and now the benefits of the culture are reaped. At IVY, one can see and feel the several themes such as customer service, dedication, hard work, equality, fun, cost consciousness and most frequently and perhaps the most important of all, Family.

The management propagates IVY as a big family and it approaches all its employees with this belief. It is evident from the behaviour and actions of the employees including the top management and the owners A very common and long followed practice at IVY which is an indicator of the family culture is the dinner gathering every day. Owners at IVY make sure that they have dinner together with the managers at IVY, not as owners but as a part of a family. The top management never hesitates to do menial works such as serving the guests or cleaning the floor. They say that IVY is their home and it is the responsibility of every house member to maintain it.

Another very important area for IVY is the internal communication in the organization. At IVY, communication is the life source of organisations because organisations involve people. People cannot interact with each other without communication. In the absence of communication, everything would grind to a halt. The manager at IVY, Mr. Dipak says that effective and balance communication have enabled better understanding of objectives and views and therefore streamlined actions and developments leading to success and profitability. Knowledge sharing and full transparency between the General Manager and Asst. Manager at IVY has enabled effective and smooth functioning. It has also helped in eliminating sources of misunderstanding leading to faulty decision making and interpersonal conflicts.

### **The HR Role**

IVY does not have a written HR Policy. The managers themselves work as recruiters. However, for the purpose of recruitment, IVY has appointed an agency which takes applications in the form of CV's from those who wish to work at IVY. Then, short listing is done from these CV's and those selected CV's are sent to the management at IVY. The managers then sit and identify the people who may fit into their culture through Personal Interviews of the shortlisted candidates. However, for recruitments at a high post, the person is directly approached by the management. The HR processes at IVY are evolving as is the culture.

### **Aptitude Vs Attitude**

One such case happened with a chef who was hired as an Executive Chef, which is the highest post in the kitchen, at IVY the Chef was extremely talented with experience in organizations which were much bigger than IVY. The management at IVY realized that the chef was superior in every aspect and overqualified for the position in IVY. However,

the managers observed over the next few days that this chef did not fit into the culture at IVY.

IVY's culture is such that they interact as one family and there are open lines of communication, right from the owner, to the managers, to the cleaning staff. This chef displayed an attitude due to which he was never open to ideas from his peers. He was also very over-confident at times which at times created issues and hampered the image of the restaurant. At IVY, every employee, at some time or the other interacts with the customers. Once, this chef went at the table of one of the very regular and big customers to take an order for a soup. This soup was to be specially made for the customer and thus the availability of that particular vegetable which was required to make the soup was necessary. The order for the soup was taken and then when this chef went to the kitchen to prepare it, he found out that the vegetable needed to make this soup was not available. Thus an apology had to be made by the managers to the customer for the unavailability of the soup.

On one particular process at IVY, the Asst. Manager had explained to the Chef about the procedures and process of IVY but the Chef asserted self and instead of following the standard that was set at IVY, decided to break the channel of communication confronted the General Manager. This resulted in some friction and spoilt the ambience in IVY. The management recognized the fitment issue of a overqualified and experienced chef and the resultant ego clashes and decided to part ways with the chef. This incidence proved that even though the chef was excellent at his job and had great work experience, the mere problem that he did not fit into the culture at IVY was a strong enough reason for the managers to part ways with the chef. Such well-established values and beliefs at IVY has helped it prosper significantly and developed it as one of the excellent restaurants it is today.

### **QUESTION 1 (25 marks)**

The Leadership team of IVY was now trying to understand how they should manage the various issues that IVY would encounter as it grew in size, presence and reputation. If you are the part of the Leadership team of IVY what are the initiatives and actions that you would plan for the functioning of its processes & employees. Enumerate the challenges of Managing change and the various interventions of such change.

**QUESTION 2** Any five (25 Marks)

- A. Discuss and differentiate between the role of an internal and external OD consultant? (5 Marks)
- B. Define and discuss the individual level of diagnostics and its impact on individual outputs. (5 Marks)
- C. Define diagnosis and explain how the diagnostic process discovers the underlying causes of problems at the group level of analysis (5 Marks)
- D. Discuss the importance and benefits of large-group interventions in the change management process. (5 Marks)
- E. Use of enriched jobs and roles as a motivational initiative in work design and redesign. (5 Marks)
- F. Managing workforce diversity is a challenge of today's global organizations enumerate the various OD initiatives useful in this area (5 Marks)
- G. Challenges of merger and acquisition integration (5 Marks)

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