Self-Study Assignment 1.5: Case Study-Open System

Due Monday by 11:59pm **Points** None **Available** after Jul 8 at 10am

- (https://classroom.emeritus.org/courses/9197/modules/items/1764829)
- (https://classroom.emeritus.org/courses/9197/modules/items/1764830)
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- (https://classroom.emeritus.org/courses/9197/modules/items/1764842)
- (https://classroom.emeritus.org/courses/9197/modules/items/1764843)
- (https://classroom.emeritus.org/courses/9197/modules/items/1764844)
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- (https://classroom.emeritus.org/courses/9197/modules/items/1764846)
- (https://classroom.emeritus.org/courses/9197/modules/items/1764847)
- (https://classroom.emeritus.org/courses/9197/modules/items/1764848)
- (https://classroom.emeritus.org/courses/9197/modules/items/1764850)
- (https://classroom.emeritus.org/courses/9197/modules/items/1764851)

(b) Learning Outcomes Addressed

· Define organisational behaviour and its nuances.



 Explain the methodology used to generate knowledge that facilitates understanding of organisational behaviour.

This is not a graded assignment and does not count towards programme completion. However, we recommend you complete this assignment to gain a holistic learning experience.

Time: It is estimated that this assignment would require 60 minutes to complete.

Grade Weightage: This is a practice assignment and performance in this assignment does not count towards any of the evaluation component of this course.

Instructions:

- There are no right or wrong answers to this assignment.
- The approach/key pointers to this assignment will be provided at the end of the course.
- We encourage working on these practice assignments to help gain a holistic understanding of the topic.
- You may use the PL's office hours to clarify any doubts you have regarding the assignment.

Evaluation Details: This is a practice assignment and will not be graded.

Case Study

Ramesh Mishra had just finished his first month at Vaishnavi Textiles Mills Pvt Ltd. He had joined as Chief Engineer, Mechanical for their factory units in Maharashtra. The organisation was 70 plus years old, with its corporate office in Mumbai and six manufacturing units spread across Maharashtra and Gujarat. A very successful promoter run organisation, Vaishnavi Textiles, had a turnover of 275 crores in the FY of 2019-2020. Like every other organisation, the pandemic had a significant impact on the production and the sales of the Vaishnavi. Revenue took a hit. By mid-2021, the organisation managed to recover significantly. With an employee base of 1500, the management had a leadership team that had been with the company for at least 20 plus years. Most of them were known to the promoters and were hired for their financial acumen and people management skills. Loyalty was a critical value that the organisation gave a lot of importance to. The management ensured that ALL employees were paid full salary through the pandemic, and no one lost their jobs irrespective of their role and hierarchy.

Ramesh Mishra had a B. Tech in Mechanical Engineering and started his career with SoftTex Garments. He worked in their units for close to 10 years. He had connected well with the leadership in the corporate office and the factory units. Some of them were friends for life. The organisation gave much importance to technical expertise and innovation and insisted on recruiting individuals who demonstrated good business and financial acumen. The pandemic had a massive impact on SoftTex's business. The organisation had to let go of individuals who had limited work due to the lockdown. SoftTex couldn't afford to keep them and, with regret, had to let them go. Ramesh Mishra was one of those who had to look for another job. The role at Vaishnavi Textiles came up around April 2021, and by June 2021, he was recruited. Unlike SoftTex, Ramesh went through five levels of interview. He was interviewed separately by all of the promoters across three generations, the head of Operations and the CFO.

Within a few weeks, Ramesh realised that the work culture at Vaishnavi Textiles was very different from that at SoftTex. The firm was centralised, and the structure was very bureaucratic. Approvals from at least two members of the promoters were essential for payment of any amount above INR 5000/- to be enforced, and an OK from all promoters was necessary for a policy to be changed or implemented. Employees at Vaishnavi textiles were comfortable with this structure; many found it comforting. However, Ramesh had concerns about fitting in. While the leadership credited him for his expertise and sought his advice on crucial matters at the factory unit, the final decision was made at the corporate office. He felt that he had to be 'somebody's guy' to get things moving. He had attempted to connect with the rest of the leadership team and invited some of them to his place for a meal. They politely declined. At the end of 3 months, Ramesh shared his views and assessments on the Maharashtra factory units to the Head of Operations:

- Attrition at the units was less than 2%.
- At least 49% of the employees were 60 plus years of age
- Technology had to be upgraded. In places where a state-of-the-art technology was brought in, retention of experts had become challenging as the leadership was not well acquainted with the new technology
- Most of the labour force were local. And close to 25% of the labour workforce had at least two
 generations from the local households employed at Vaishnavi Textiles.

Ramesh was keen to bring in a few changes. He recommended:

- Exploring the addition of a few machines and processes that could bring greater efficiency. The
 machines could be procured easily, and he knew of people who could be hired quickly to
 implement it. He estimated a 10% increase in production with the additions.
- Compulsory retirement of all those who are above the age of 60. Positions are to be filled in through promotions within the system and hiring a few more engineers in the age group of 35-40 with relevant experience (Industry and Technology).

The head of Operations listened to him, nodded and said that he would revert post discussions with the rest of the management in a couple of weeks. Ramesh didn't feel confident about the response. Nonetheless, decided to wait. At this point, Ramesh chose to take a couple of days off. He wanted time to think.

Problem Statement

Vaishnavi Textiles needs to relook at the Organisational Culture, especially aspects that impact Hiring, Retention and Feedback mechanisms (to and from the Management) to be effective and more efficient in the current market conditions.

Case Questions

Read the case carefully, refer to the module notes and video, complete your readings and do any associated research required before you attempt to answer the questions given below:

- Identify the several concepts and characteristics of Organisation Behaviour and specifically of Open System organisations that this case illustrates.
- 2. What advice would you give Ramesh?

- 3. Is there an 'ideal' workplace? Explain.
- 4. What do you think are some of the key issues that Ramesh's team would have to deal with, considering that the team leader:
 - I. Is struggling to fit into the culture of the organisation?
 - II. Has expectations that might not be met with?
 - III. Is low on motivation?

Suggested time: 60 minutes

This is not a graded assignment and does not count towards programme completion. You can however use the rubric given below to help you grade your work.

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| Criteria | Ratings | | | | | | | | Pts | |
|---|---|---|--|---|---|--|---|--|----------------------|------|
| Understanding and Analysis of the Key Issues. | Full Marks Identifies, Understands, and has presented a thorough analysis of all the key | | 3 pts Partial Marks Identifies, Understands, and has presented a thorough analysis of most of the key issues | | 2 pts Partial Marks Identifies, Understands, and has presented a thorough analysis of just one issue. | | 0 pts No Marks Incomplete analysis OR hasn't understood the issues presented in the | | 5 pts | |
| Observations and /or recommendations on solutions provided in the case study. | 5 pts Full Mar The solu provided analyzed well-reas and accompa by logica relevant observat | tions I or d are soned anied al and | The provided thou and recommand | tial Marks solutions vided are well ught through | The pro- | ots Marks e solutions ovided are allow and commendations esented are not esented in an ective manner. | 0 pt No Sup obse | case study 0 pts No Marks Superficial observations and recommendations. | | 5 pt |
| Alternate solutions and /or options provided by participant. Provide method of comparison between alternatives. | towards most of the issues. Full Marks Participant has provided alternatives and recommended in order of priority with rationale. Has also suggested a method to evaluate the alternatives | | | alternatives and recommended in order of priority w rationale. However evaluation method hasn't been | | vith recommended a ver, order of priority. | | alternatives or evaluation t method an provided | | 5 pt |
| Literature Research and Review. | provided 3 pts Full Marks | 1.8 pts Partial Has rea 5 or mo publish Associa present made; | Marl ad an ore an ed in ations ted w | nd referenced at le rticles written and the last 10 years is made are vell. Connections a ever, participant at | are | 1.2 pts Partial Marks Limited Resear and association between the problem and ke course concept | ns ey | or no research done | | 3 pt |
| Writing Skills/ Professional Presentation. | times struct 2 pts well Full Marks No grammatical and spelling errors. Ideas are presented with | | | 1.2 pts Partial Marks There are a few grammatical erro However, the erro don't compromis | ors. | 0.8 pts Partial Marks Several gramn spelling errors concepts referenthe module are | The enced | | 0 pts No Marks | 2 pt |

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| Criteria | Ratings | | | | | | | |
| | clarity of expression and appropriately referenced | on the meaning to be conveyed. There is no ambiguity. | presented well. However, the participant struggled to present ideas on potential solutions. | | | | | |
| | | | Limited references used. | Total Points: 20 | | | | |

