



MEASI INSTITUTE OF MANAGEMENT

CHENNAI-14

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CASE STUDIES

ORGANIZATIONAL DEVELOPMENT

Case Study Number	1
Level of Teaching	L3
Program Outcomes Covered	PO5
Course Outcome Covered	C318.5

Marie slammed the door as she entered the apartment she shared with her husband Don in Hanoi. "I've just about had it with those idiots in Melbourne," she shouted. Don quickly put on the kettle to make her a mug of her favourite tea. "What is it this time?" he said quietly.

"The whole structure of my old division at home has changed", Marie snapped. "Roles have been re-classified up, salaries increased, and people who used to work for me are now a couple of levels above me in the organisation. And no one even thought to tell me about it - I had to find out via a chat with a friend in another division". Don poured her a cup of tea. This was going to be a long night he thought. "Tell me more," he said.

"The changed structure comes with a changed approach to work, and fewer levels. There is a new manager, and even my current reporting line will change. Everyone is attending training programmes to get them up to speed. But I have been forgotten in the changes. I don't know what this means for me when we return to Melbourne at the end of the year." Marie struggled to contain her disappointment and anger.

Don sighed. "It's been a couple of years since we went home for leave," he said. "Maybe we should have gone home instead of to Europe for our holidays. Isn't the HR manager due to visit next week? Let's go out for dinner and work out how we can use the visit to try to deal with the problem," he said.

Discuss

1. Why does Marie have these problems?
2. Possible solution is a mentor program. What does a mentor do?
3. Would mentoring be sufficient? Which issues (Q1) are helped by mentoring?

Ms.Nishath Parveen
Assistant Professor,
MEASI Institute Of Management
Chennai.



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Case Study Number	2
Level of Teaching	L3
Program Outcomes Covered	P06
Course Outcome Covered	C318.4
<p>The case study 'Workplace and Up-skilling at Amazon' deals with the conditions at Amazon's workplace and the up-skilling initiatives it took as a means to improve its work culture. Amazon, in July 2019, announced that it would spend US\$700 million on up-skilling 100,000 of its employees in the US by 2025. This was nearly one-third of the US workforce. Up-skilling 2025 would provide new training opportunities as well as build on existing programs such as those offered by Amazon Technical Academy, Associate2Tech, Machine Learning University, Growing Career Choice, Amazon Apprenticeship, and Amazon Web Services training and certification to close the cloud skills gap in the industry. At the same time, Amazon faced a lot of criticism in the US for its workplace culture that encouraged its workers to work harder and faster in the midst of uncomfortable temperatures inside of its warehouses; and for its workers suffering from, heart attacks and injuries and being given inadequate breaks while on the job. The National Council for Occupational Safety and Health (National COSH) reported six Amazon worker deaths between November 2018 and April 2019.</p> <p>The unsafe and unhealthy working conditions in which there had been several accidents and fatalities led to Amazon's inclusion on the National COSH's 2019 Dirty Dozen list of the most dangerous employers in the US. The New York Committee for Occupational Safety and Health (NYCOSH) also carried out a survey at New York City's Amazon Fulfillment Center in Staten Island, US.</p> <p>The survey reported that 80% of the workers had been pressured to work harder and faster, 66% experienced physical pain while doing their regular work duties, and 42% of the workers had sustained physical injuries. Based on these findings, NYCOSH asked Amazon to remain neutral in the workers' push to unionize, build a comprehensive ergonomics program, and reduce line speeds.</p>	

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Issues:

Introduce the importance of a positive work culture.

Gain knowledge on the different types of workplace stress.

Understand the relevance of employee training and up-skilling programs.

Learn about the need to create and maintain healthy working conditions.

Importance of workplace culture that encourages employee satisfaction.

Case Study Number	3
Level of Teaching	L3
Program Outcomes Covered	PO4, PO5, PO6
Course Outcome Covered	C318.2

The case study 'L'Oréal's FIT Culture App: A Culture Acclimatization Tool' deals with L'Oréal's efforts to integrate new employees into the company and its culture. In 2005, L'Oréal, developed a comprehensive on-boarding "Follow-Up and Integration Track (FIT)" program. This was a formal integration/induction program designed to help new employees learn to adapt to its culture.

To better support and onboard its new employees all over the world and align itself with the digital learning trends of millennial employees, the company developed the Fit Culture App in 2017. The app was designed to assist its newcomers understand the unique company culture and key values through challenges, personal stories, and videos and was made available in 11 languages. It was the world's first mobile application designed to assist newcomers in an organization understand, decode, and master their unique company culture. The app had bite-sized capsules of content on topics such as entrepreneurship, cooperation, agility, and networking. New employees needed to use the

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app for 5-10 minutes daily and were able to familiarize themselves with L'Oréal's culture in 30 days as the entire content of the app was learner-driven. The case also describes how the app was paired with other culture-focused initiatives within L'Oréal's learning eco-system such as the 'Simplicity transformation program' that included seminars designed to share the culture with executives and managers; the 'Lead & Enable program', where managers learned to help employees grow and encourage them to take the initiative; and the 'L'Oréal Momentum program' that provided opportunities for managers to reflect on how they could build a new, community-driven and more collaborative L'Oréal.

These culture-focused initiatives helped L'Oréal rank 12th among the top 30 in the view of business students and 19th position among the top 30 in the view of engineering/IT students, as per the World's Most Attractive Employers (WMAE) research for 2019 undertaken by Universum.

Issues:

Understand the importance of integrating new employees into a company's culture.

Gain knowledge on the process of socialization.

Understand the relevance of induction and different employee training methods.

Importance of effective induction to curb employee turnover.

Examining the need for employee training.

Ms.Nishath Parveen
Assistant Professor,
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