

SEMESTER FALL 2011
Organizational Development (MGMT628)
Assignment No. 1

Due Date: 16 November 2011

Marks: 15

Assignment:

Many organizations were downsized during the recession of 2008-2009. Thousands of employees have been laid off in days. It was a matter of time that the whole organizations were dissolved and every one was demanding bail out package from government. What more could be worse those governments themselves were out of money and in fact governments were thinking how to bail out themselves. It was chaos! Among one of them was Z-S Manufacturing.

Z-S manufactures electronic tubes of television. Z-S was also feeling the heat of recession as its operating time was reduced by 60 % during this recession. It seems that they have no choice other than organizational restructuring which means laying off the employees. The news of organizational restructuring has built the tension between labor and management. Employees have stopped working and the organization was facing continuous loss. The CEO, Mr. Bill, was against the restructuring and believed that employees were the assets of an organization rather than an expense. Therefore, he came up with an innovative plan.

He suggested a job sharing system, which later came to be called as “Switch Shift System”. This system proposed to change the complete shift after some days. Some senior organization members predicted that this system could lead the organization towards even greater financial crisis. Nevertheless, Mr. Bill believed and respected the basic human principle (secure and respectable job) would overcome the costs.

Under the system, a team worked for four days, from 9:00 am to 9:00 pm and another team worked the night shift for four days, from 9:00 pm to 9:00 am. After four days, another two teams will take over two shifts and previous teams will have four days off. This means rest of 3 days and 1 day of paid training.

Initially, employees opposed to the Switch Shift System because they thought that their wages will be reduced because there will be no overtime. However, they accepted the system as situation got worse.

The Switch Shift System started to show positive results. There was a huge jump in the productivity of the employees. Employees who didn't have time for long rest now they had enough time for continuous learning and development and all this was happening without halting the production lines or firing any one. As a result of this system, profits were doubled from U.S. \$342 million to U.S. \$684 million. But, this system reduced working hours by 150 hours per year and salaries were increased by 8 %.

Question

- 1) If this kind of system is so profitable and useful then why isn't it more widely used?
- 2) What are the hazards that prevent such a system from implementation in a company?

Instructions:

Please read the following instructions carefully before preparing the assignment solution:

- No definition or theoretical explanation is required.
- Use information given in the case and apply your knowledge to answer the question.

Note:

Only in the case of Assignment, *24 hours extra / grace period* after the due date is usually available to overcome uploading difficulties which may be faced by the students on last date. This extra time should only be used to meet the emergencies and above mentioned due dates should always be treated as final to avoid any inconvenience.

Other Important Instructions:

Deadline:

- Make sure to upload the solution file before the due date on VULMS.
- Any submission made via email after the due date will not be accepted.

Formatting guidelines:

- Use the font style "Times New Roman" or "Arial" and font size "12".
- It is advised to compose your document in MS-Word format.
- You may also compose your assignment in Open Office format.
- Use black and blue font colors only.

Solution guidelines:

- Use APA style for referencing and citation. For guidance search "APA reference style" in Google and read various website containing information for better understanding or visit <http://linguistics.byu.edu/faculty/henrichsen/apa/APA01.html>
- Every student will work individually and has to write in the form of an analytical assignment.
- Give the answer according to question, there will be negative marking for irrelevant material.
- For acquiring the relevant knowledge do not rely only on handouts but watch the video lectures and use other reference books also.

Rules for Marking

Please note that your assignment will not be graded or graded as Zero (0), if:

- It is submitted after the due date.
- The file you uploaded does not open or is corrupt.
- It is in any format other than MS-Word or Open Office; e.g. Excel, PowerPoint, PDF

etc.

- It is cheated or copied from other students, internet, books, journals etc.