

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306  
**POST GRADUATE DIPLOMA IN MANAGEMENT (2024-26)**  
**MID TERM EXAMINATION (TERM -III)**

Subject Name: **Organization Development: DICS**

Time: **01.00 hrs**

Sub. Code: **PGH33**

Max Marks: **20**

**Note: All questions are compulsory.**

**Section -A**

**Read the following use-case and answer the following questions:**

**Some positive effects OD initiatives of Southwest Airlines are given below:**

An OD initiative was undertaken by Southwest Airlines in the past and resulted in Southwest Airlines become a high performing airline. Some important aspects of the same are given below:

“Southwest Airlines has long been celebrated not only for its exceptional customer service but also for its distinctive organizational development strategy, cantered around employee empowerment. The airline’s approach has demonstrated how investing in employee well-being and engagement can yield remarkable results in customer satisfaction and business success.

At the heart of Southwest’s organizational development program is the recognition that engaged and satisfied employees are more likely to go the extra mile to deliver exceptional service. The company’s commitment to its employees starts with a supportive work environment, competitive compensation, and opportunities for career growth. This approach not only attracts top talent but also retains dedicated employees who are invested in the airline’s success. Southwest’s unique approach to employee empowerment is evident in its collaborative decision-making processes. The airline encourages open communication and involves employees in shaping the company’s policies and practices. This approach not only leads to a sense of ownership and pride among employees but also enables the organization to make well-informed decisions that resonate with its workforce.

The impact of Southwest’s organizational development efforts is evident in its consistently high customer satisfaction ratings and strong financial performance. Employees who feel valued and empowered are more likely to provide exceptional service, leading to loyal customers and repeat business. This positive cycle has helped Southwest maintain a competitive edge in a challenging industry. The Southwest Airlines example serves as a powerful reminder that employee empowerment is not just a feel-good strategy; it’s a critical driver of business success. By prioritizing the well-being, growth, and engagement of its workforce, Southwest has demonstrated that organizational development programs cantered around employee empowerment can lead to sustainable growth, customer loyalty, and a positive corporate reputation”.

From the above, we are clearly able to see, some key initiatives taken in the past:

- Southwest Airlines known not only for its exceptional customer service but also for its distinctive organizational development strategy, cantered around employee empowerment.
- Investing in employee well-being and engagement seem to have yielded remarkable results in customer satisfaction and business success in the past.
- At the heart of Southwest’s organizational development program is that engaged and satisfied employees are more likely to go the extra mile to deliver exceptional service.
- The company’s commitment to its employees starts with a supportive work environment, competitive compensation, and opportunities for career growth.
- This approach resulted in attracting top talent but also retaining dedicated employees who are invested in the airline’s success.
- Southwest’s unique approach to employee empowerment is evident in its collaborative decision-making processes.
- The airline encourages open communication and involves employees in shaping the company’s policies and practices.

A good OD program thus has elements of implementation and institutionalization of key interventions.

- Organizational development strategy, centered around employee empowerment.
- Investment in employee well-being and engagement
- Building a supportive work environment, competitive compensation, and opportunities for career growth.
- Emphasis in collaborative decision-making processes.
- Encouragement for open communication and
- Involving employees in shaping the company's policies and practices.

**What it led to?**

- Achieving exceptional customer service
- Increased customer satisfaction and business success in the past.
- Increased critical mass of engaged and satisfied employees to go the extra mile to deliver exceptional services
- Successful in attracting top talent, retaining dedicated employees

**The case for Questions:**

With this in the backdrop, please suggest best OD strategies for turning around an organization, which has become gradually sick today and has now been left with only 150 employees out of the total of around 500, it had in the past. The 150 employees are at the following levels:

- Senior management level employees – 30
- Supervisory and Junior Executive levels – 50
- Worker level – 70

The company has been in the business of developing skills among the marginalised, weaker sections, minorities people and now the activities are dwindled.

**Questions:**

**Q. 1:** If you are appointed as their OD and Change Consultant, please suggest a change plan you would develop, so that the company is turned around. CO1

**Q. 2:** Taking the learnings from the Southwest Airlines experiences, what initiatives and interventions you would like to go through? CO2