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| |  | | --- | | Read **The Hexadecimal Company Case** in Chapter 6 of your text. You are to act as an OD practitioner who has landed the Hexadecimal Company as a client. Create a case analysis using the *Case Analysis Form* on page 169 of your text. You need room to fully explain or examine **Hexadecimal Company** management using your analysis of the case and the information in the text to select change interventions for this company. Further, you need to develop a proposal or problem-solution essay explaining to the leader of the **Hexademical Company** the following:   * The problems and opportunities presented within the case using the case form. * Your recommended courses of action or change interventions to address the need for change based on your analysis using the case form. | |
| |  |  | | --- | --- | |  | **Writing Requirements**    Remember you must have an opening paragraph that outlines the key points that will be presented in the paper. You want to tell the reader what you are going to tell them. Next your supporting paragraphs should expand on the key points introduced in the opening paragraphs and tell the reader what you are telling them. (these can be the main points off your case study template). Research should be used to back up key concepts and ideas and should be properly quoted and cited per APA format. The closing paragraph should wrap up the key points and bring the paper to a close. Tell the reader what you told them.      ·         APA Format  ·         Incorporate concepts, theories, and terms from the text and supplemental material. At least two sources (preferably more) must be quoted and cited in your paper and listed on your reference list. DO NOT list anything on your reference list that hasn’t been quoted and cited in your paper.      § Must be double-spaced pages in length and formatted according to APA style as outlined in the approved APA manual.  § Must include a cover page that includes:  ­    Student’s name  ­    Course name and number  ­    Title of paper  ­    Instructor’s name  ­    Date submitted  § Must include an introductory paragraph with a succinct thesis statement.  § Must address the topic of the paper with critical thought.  § Must conclude with a restatement of the thesis and a conclusion paragraph.  § Must use APA style as outlined in the approved APA style guide to document all sources  § Must include research properly quoted and cited in your paper.  § Must include, on the final separate page, a Reference Page that is completed according to APA style as outlined in the approved APA style guide.    The flow of your paper should follow this format:    Opening Paragraph – Tell me what you are going to tell me    Supporting Paragraphs – Tell me what you are telling me    Closing Paragraph – Tell me what you told me    Please refer to the APA 6th Edition Manual for how to properly format your paper!    Failure to use research in your paper that is properly quoted and cited and listed on your reference page will result in a 10 point deduction.    Outline for paper  Cover page  Introductory Paragraph – outline the key points that will be in the paper – tell me what you are going to tell me  Supporting Paragraph 1 – the Macro – the big picture of the situation -  Supporting Paragraph 2 – the Micro – the small picture – what is happening within the group and with individuals  Supporting Paragraph 3 – Causes  Supporting Paragraph 4 – Systems affected – p. 39-41  Supporting Paragraph 5 – Alternatives – Interventions – tell me what OD interventions you would use. Don’t just make something up.  Supporting Paragraph 6 – Recommendations – which intervention would you suggest  Closing Paragraph – Tell me what you told me  Reference page – remember only references that are quoted and cited in your paper should be listed on your reference page.  Resources for how to analyze case studies:    http://wps.prenhall.com/bp\_berman\_retail\_10/44/11495/2942955.cw/content/index.html  [**http://www.mhhe.com/business/management/thompson/11e/case/prepare2.htm**](http://www.mhhe.com/business/management/thompson/11e/case/prepare2.htm) | |

CASE: THE HEXADECIMAL COMPANY  
  
The Hexadecimal Company is a medium-sized manufacturing firm supplying  
computer components to many international computer manufacturers.  
Initially the company produces traditional computer keyboards, but  
competition from cheaper labor markets in other countries forced it to  
change its products. It now licenses OLED (organic light-emitting  
diodes) technology from Kodak and designs and produces high-tech  
products such as thin film keyboards for hand-held computers and  
flexible electronic pages (less than 1/100 inch thick) used in e-books.  
With John Zoltan as president, the company has experienced rapid growth  
since its beginning and is now moving into advanced electronics from the  
electromechanical assembly of the past.  
  
John Zoltan recently attended a university executive seminar, and was  
so impressed that he brought in the professor as an OD practitioner. At  
one of their meetings, they decided that Zoltan should start an internal  
OD group to help achieve the organizational excellence he desired for  
his company. Zoltan ran an ad in the Wall Street Journal, and he and  
the practitioner selected four young M.B.A.s. These four and one young  
internal prospects from HR were formed into what was called the OD  
Group.  
  
THE OD GROUP  
  
The OD group was housed in an old conference room and began with a high  
level of enthusiasm and energy. The members of the group ranged in age  
from 23 to 34. The members were Pete Loomis, 25, M.B.A., a behavioral  
specialist who had done training in industry; Kay Hughes, 27, M.B.A.,  
who had been a sales representative prior to graduate school; Bill  
Heller, 26, M.B.A., specializing in group dynamics, with no industry  
experience; Indar Kripalani, 34, M.B.A., with OD experience in the  
military; and George Kessler, 23, with three years of experience in the  
HR department.  
  
The group spent their first month getting to know the members of the  
organization. They held weekly conferences with John Zoltan, who was  
very interested and active in the planning stage of the OD program.  
  
At that point the group (the “hot-shots,” as they were known in the  
plant) started a companywide training program focusing on managerial  
style. The program involved three-day training sessions at an off-site  
location, a resort motel with good meals and other attractive features.  
This was called the “country club” by disapproving employees.  
  
The group itself was a highly cohesive work team. Because of their  
open office, they spent long hours tossing ideas around and providing  
support and enthusiasm for one another’s ideas. They were all  
involved in the design of the program (as was Zoltan) and worked hard to  
make it a success. Often the group would sit around until nine or ten  
o’clock or even midnight, critiquing the sessions and planning new  
approaches for change.  
  
The group was characterized by diversity of dress, individuality, and  
openness. Pete, George, and Bill usually dressed informally in Levi’s  
and sport shirts, while Indar and Kay dressed in more of an executive  
style, wearing sport jackets and the like. The difference in dress  
reflected a division of thought within the group. Pete, George, and  
Bill were more confrontational and aggressive in approach. They wanted  
innovative changes and an overhaul of the firm’s production  
operations. The others felt that they needed to be accepted first and  
favored more gradual changes. They felt that the group needed to start  
‘where the system was” if it was to be effective. About this time,  
Zoltan left for a visit to Asia to look into new marketing  
opportunities.  
  
  
  
THE ACTIVITIES  
  
As the training continued through all levels of the organization, the  
group was also collecting organization survey data to be used in  
planning the next phase of the OD program. Here the controversy began  
to emerge. Some wanted to hold feedback sessions and confront the  
members with the data, then begin a job-design program leading to total  
quality management. The second group, including Indar and Kay,  
suggested a slower and more gradual approach. They thought that given  
their low level of acceptance in the organization, they should start  
with something less threatening, such as data gathering and feedback.  
  
A second rift occurred when the group began to see less of Zoltan as  
the training progressed. However, Kay could call the president’s  
office and get an appointment anytime, which she often did. Indar also  
held a weekly briefing session with Zoltan when he was in town.  
  
The other members, particularly Pete, made a lot of jokes about this  
fact, but there was often an edge of seriousness under the humor. For  
example, Pete and Bill had been trying for two weeks to see Zoltan to  
explain their ideas, but he was unavailable. Yet his secretary called  
Kay Hughes to join him for coffee. When the group discussed this, Indar  
and Kay simply stated that they were trying to maintain and develop the  
group’s relationship with the client. Peter replied, “I thought the  
whole organization was our client.”  
  
Unfortunately, the evaluation of the training program was mixed. Some  
managers and departments were full of praise for it, whereas others were  
highly negative, dismissing it as “a waste of time and money.”  
  
In a meeting with John Zoltan, the controller said that in view of the  
disappointing results, it would be a good idea to move the OD group to  
the HR section for budgeting purposes. The group was currently charging  
more than $700,000 per year to overhead, and this was very unpopular  
among the line managers because overhead costs were allocated. Zoltan  
said he would ive the matter some thought and discuss this possibility  
with the executive committee.  
  
  
  
THE MEETING  
  
Shortly after this (and approximately a year after the group was  
formed), the members of the group were invited to an executive committee  
meeting where the performance of the OD program was discussed and  
evaluated. John Zoltan and others expressed high praise for the work of  
the group, but the executive committee had suggestions for improving the  
group in the future.  
  
Because Zoltan suggested that there was a need for more coordination  
and integration of training activities and for improved budgetary  
control, the committee recommended that the group be placed in the HR  
department for budgeting purposes, reporting to Paul Blake. He  
committee insisted that this would not affect the way the group  
operated. The committee also suggested that the group designate a  
central contact person. It recommended Indar Krispalani for the role,  
claiming that he was the only member acceptable to a majority of the  
company’s managers, but left the decision up to the group.  
  
As the members of the group walked back to their office, several angry  
comments were made to the effect that Zoltan “could take this job and  
shove it!” Kay and Pete said they were considering resigning from the  
company.  
  
CASE ANALYSIS FORM  
  
Name: The Hexidemical Company  
  
Problems  
  
A. Macro  
  
1.  
  
2.  
  
B. Micro  
  
1.  
  
2.  
  
Causes  
  
1.  
  
2.  
  
3.  
  
Systems affected  
  
1. Structural  
  
2. Psychosocial  
  
Technical  
  
Managerial  
  
5. Goals  
  
Alternatives  
  
1.  
  
2.  
  
  
  
3.  
  
4.  
  
5.  
  
Recommendations  
  
1.  
  
2.  
  
3.