

Case 2.2

Danish International (A)

Shameem had been with the organization for a fortnight now and was due to meet Raghu. He opened the door and walked in.

Raghu asked him to be seated and said, 'So doctor, what is the diagnosis?'

Shameem Naqib had been recently hired as the company counsellor at Danish International, as Raghu Narang, the CEO, felt that he was fed up with his team of non-performers. He had hand-picked the Band II decision makers from the most prestigious and growing enterprises. Each one came with a proven track record of strategic turnarounds they had managed in their respective roles. So why this inertia at DI? The salaries and perks were competitive, reasonable autonomy was permitted in decision-making and yet nothing was moving.

There had been two major mergers and the responsibilities had increased somewhat. When Shameem went to meet Sid Malhotra, the bright star who had joined six months back, he was reported absent and seemed to be suffering from hypertension and angina pain. His colleague in the next cabin was not aware that Sid had not come for the past four days. As he was talking to Raghu's secretary, he could hear Kamini Bansal, the HR head, yelling at the top of her voice at a new recruit, who after six weeks of joining had come to ask her about her job role.

The Band III executives had been with the company for a tenure of 5-15 years and yet had not been able to make it to the Band II position (except two lady employees). They were laidback, extremely critical and yet surprisingly were not moving.

Raghu also seemed a peculiar guy, he had hired him as the counsellor and was also making some structural changes as suggested by a Vastu expert, to nullify the effect of 'evil spirits'. He had a history of hiring the best brains, and then trying to fit them into some role in the organization. And in case someone did not fit in, firing him without any remorse. He had changed his nature of business thrice and on the personal front, he was on the verge of his second divorce.

The company had a great infrastructure, attractive compensation packages and yet the place reeked of apathy. It was like a stagnant pool of the best talent. Was it possible to undertake operation clean up?

- Shameem is likely to narrate to Raghu Narang?
1. What is the management decision problem and state the objectives of your study. Can you suggest a theoretical framework about what you propose to study?
 2. Convert and formulate it into a research problem and state the objectives of your study. Can you suggest a theoretical framework about what you propose to study?
 3. Develop the working hypothesis for your study.