



## The GV Automobiles Company Ltd.

One major problem of deep concern for the general manager (production) is lack of interest exhibited by workers at the shop floor. Of late the company is facing problems such as lack of care in routine assembly jobs and components level jobs etc.

In a recent meeting, he discussed the issue with Mr. Jain and Mr. Sudhir Kumar, two production managers and personnel manager Mr. Lal. Mr. Lal told him that for the recurring problems, absenteeism is also a major concern along with union's indifference. After much deliberations. Mr. Jain and Mr. Lal were assigned the task to restructure the jobs and shop floor operations. They developed a point programme where, one, the workers were assigned multiple jobs and two, jobs rotation was to be introduced. The suggestions were implemented but within ten days the workers expressed dissatisfaction and even threatened to strike. Their representative accused the management of starting this programme for harassing old workers. He said that workers were overloaded with jobs and their stability is in danger.

### Questions:

1. What according to you is the reason behind the failure of this programme?
2. What would you have done if you were to implement this programme?
3. Why did the situation appear threatening to the workers, even though it was meant to provide them with varied and interesting work and remove monotony?