FINAL ASSESSMENT RESEARCH Spring 2020

Module Code &Title: MGMT 222 – GROUP B

Date:

Student Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Student ID #: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Case study: Organizational Change and Effectiveness at Ford**

**Key people and companies**

Ford Motor Company

Alan Mulally, Ford CEO since 2006

Bill Ford – Former Ford CEO and current Executive Chairman

Ron Gettelfinger – President of the UAW (2002-2010)

Mark Fields – Executive Vice-President; President for Ford in Americas

**Overview**

Henry Ford started Ford Motor Company in 1903 with $28,000 and a dream. Since that time, Ford has been an important part of the automotive industry and American history. Of course, much has changed in the auto industry since Ford got his start, and it is no secret that the American auto industry has struggled to compete with foreign car companies in more recent years. However, unlike Chrysler and GM, Ford famously avoided a government bailout.

This case discusses how Ford was able to avoid a government bailout despite losing $12.6 billion in 2006. Ford responded by engaging in a series of dramatic steps to restructure and change; to accomplish these changes Ford borrowed $23.5 billion and even mortgaged their iconic oval blue logo. Then CEO Bill Ford (great-grandson of Henry Ford) stepped down, and Ford hired Alan Mulally to take over as CEO. This move was considered a risk because Mulally had no experience in the auto industry; however, he had successfully restructured Boeing, and Ford was looking for this type of ability and vision in their new leader. In addition to hiring Mulally, Ford made dramatic changes throughout the company, cutting jobs and numerous assembly plants in the United States. Ford also reduced labor costs to better match that of competitors like Toyota.

Ford also responded to the market’s increasing demand for smaller more fuel-efficient cars. They also got rid of money-losing brands like Mercury. Ford recently reported that its March 2012 sales have been the strongest since 2007. The increases are primarily due to sales of smaller fuel-efficient cars (http://corporate.ford.com/our-company/investors/investor-news/investor-news-detail/pr-ford-motor-company-posts-strongest-36278).

**Major issues in the case**

* Organizational change
* Organizational restructuring
* Leadership

**Case report should include the following Discussion topics:**

1. *What is meant by organizational change?*
2. *What are some of the main challenges when it comes to organizational change?*
3. *What are some ways that organizations can improve the likelihood of success in their change efforts?*
4. *Do you think Ford made a good decision in focusing more attention on smaller fuel-efficient cars? Why or why not?*

Answers will vary. Students should address issues such as increasing fuel prices and environmental concerns associated with automobiles that are not fuel-efficient. The instructor might wish to share recent sales reports released by Ford indicating that their March, 2012 sales have been the strongest since 2007. The increases are primarily due to sales of smaller fuel-efficient cars (<http://corporate.ford.com/our-company/investors/investor-news/investor-news-detail/pr-ford-motor-company-posts-strongest-36278>).

1. Inspired by the previous case study, chose a company operating in Egypt from the same economic sector as *Ford* Company, provide a critical analysis report for the following points:
	1. Main similarities and differences between both companies in two different environments.
	2. If you were an HR manager, how would you deal with the employees ‘cultural differences and organizational behavior especially during the Covid-19 virus implications.
	3. Company’s relationship with external stakeholders during the current Covid-19 virus pandemic and what is the best way to optimize benefits and minimize losses.
2. **Then prepare a 10 minutes presentation about your small research in the automotive sector enhancing the key role of organizational behavior activities in this regard.**

**Submission instructions**

* Report words count: 1500-2000 words.
* Submission cover page downloaded from Moodle.
* Submit your Turnitin report with the final report.
* Presentation should be recorded and uploaded on one drive

**Evaluation requirements:**

* + ***Report (60%),*** respecting the academic report writing methodology (students will submit a turnitin plagiarism checker report with a 20% maximum similarity rate) check the attached “academic integrity” doc. For further instructions
	+ ***Presentation (15%)*** will be uploaded on One Drive\* allocated space by the module leader and Teaching assistant.

**Assessment portfolio for total 100% grades:**

Report evaluation (60%):

* + Content and ideas, covering the three major parts mentioned above.
	+ Report methodology and language.

Presentation criteria 15%:

* + Creativity and presentation supporting tools
	+ Presentation skills

Previouspreparatory works 25%:

Including all previous assignments and assessments given during spring 2020 semester.