

Navigating the Challenges of Middle Management Employees at Würth Elektronik India

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Abstract. The efforts of Ravichandra Bekal, the recently appointed Chief Human Resources Officer at Würth Elektronik India, are examined in this case study. He aimed to address the diminished creativity and complacency of the 18 department heads of the company. To encourage more flexibility and increased creativity, Bekal proposed a pilot program that emphasised job enrichment and job rotation. The company partnered with SDM Institute for Management Development (SDMIMD), Mysore, India after Bekal convinced Harsha Adya, the Managing Director, that outside assistance was necessary. To address the needs of the managers, the school developed the Corporate Management Development Program (CMDP), which covered topics such as leadership, teamwork, technology use, change management, and sustainable performance. After the program was run, a thorough feedback process was put in place to evaluate its impact. This process included both individual interviews and self-assessments. This case demonstrates the achievements and difficulties encountered in a systematic development program to enhance managerial efficacy and promote organisational expansion in an Indian subsidiary electronics company.

Keywords: corporate management development program, behavioral dynamics, job rotation, job enrichment, change management, motivation, leadership.

1. Introduction

Würth Elektronik recently hired Ravichandra Bekal, also referred to as Ravi, as its Chief Human Resources Officer (CHRO). The plant was run by 18 department heads, each of whom was very focused on their daily responsibilities. Their expressions of contentment unnerved Ravi. He had recently left a firm that benefited greatly from innovation and change. The atmosphere at Würth Elektronik seemed completely different. Ravi was initially irritated. He believed that the managers were too content and at ease with their daily schedules. He often wondered, "Where's the drive for improvement, for change in this place?" He had seen the remarkable impact of fostering adaptability and innovation in his previous roles at Nestlé and Larsen & Toubro, and he couldn't ignore the stark contrast here. He knew that Würth Elektronik needed to evolve, and these 18 departmental heads are a critical part of that journey to reach the founding mission of Adolf Würth.

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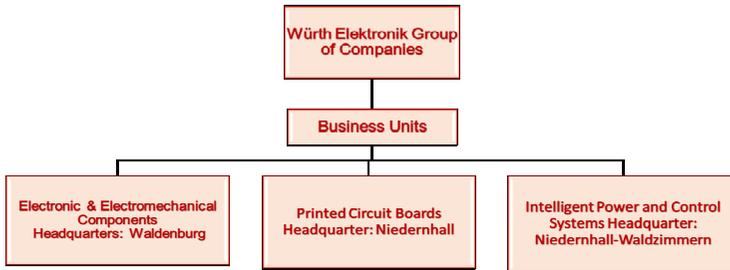
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2. About Würth Elektronik

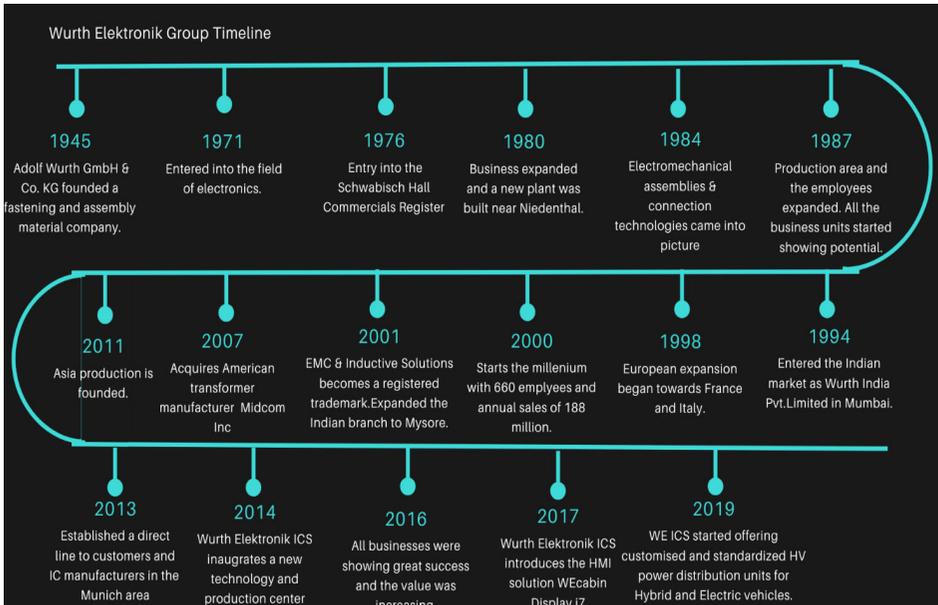
Adolf Würth GmbH & Co. KG, founded in 1945 in Künzelsau, Germany, is the parent company of Würth Group, an international conglomerate (see Exhibit 1 for Würth's business units) with over 2,500 branches and stores across 80 countries. After Adolf Würth's passing in 1954, his son Reinhold Würth, alongside his mother Alma, took over the business, growing it from an annual sales volume of EUR 80,000 to a global enterprise (see Exhibit 2 for Würth's Timelines and Milestones). (Adolf Würth GmbH & Co. KG, 2023)

Exhibit 1: Würth's Business Units:



Source: Adolf Würth GmbH & Co. KG. (2023, December). Retrieved from Company Profile | Künzelsau, Baden-Württemberg, Germany | Competitors, Financials & Contacts. : https://www.dnb.com/business-directory/companyprofiles.adolf_w%C3%BCrth_gmbh_co_kg.342895f5e22faf994360510c3b86c73e.html

Exhibit 2: Würth Group's: Timeline & Milestone



Source: Source: History | Würth Group. (2023, November). Retrieved from wuerth.com: <https://www.wuerth.com/wuerth-group/Company/History/History.php>