Q1. Personal attitudes always contribute towards shaping and affecting behaviour at work. How can the organisation program particular stimuli for employees in order to shape and affect their attitudes towards work?

Answer 1. Everyone has an attitude toward everything-attitude being defined as a personal opinion/feeling toward any given subject. And usually attitudes lead to specific behaviors. There are some moderating factors that deal with attitude/behavior situations. The prominent moderating factors tend to be the importance of the individual's attitude, the specificity, accessibility, the presence of social pressures, and directe.

To improve the connection between employee attitudes and resulting behavior the several implications mentioned above must be addressed according to the situation.

To create a positive impact based on an individual's attitude, one must influence the individual to identify with the desired attitude by creating personal interest and value-so that person is more inclined to correspond with the desired attitude, leading to the desired behavior.

When a specific attitude is desired, as well as a specific resulting behavior, it's best not to, "Beat around the bunch." as they say. If one wanted to know whether an individual was open to being promoted, they should be direct asking," Would you consider being promoted to [specific job]?, rather than asking, " Do you have any desire to move anywhere in the company?" By specifically stating that you are thinking of promoting them, you get a specific behavior regarding the idea of a promotion. By simply asking where they would like to move in the company, you are giving the individual to explain where they would like to go and why-not hinting at a promotion because it was not implied.

Accessibility to an attitude depends on how important it is to the individual. If one were to have the individual talk about their attitude on a subject, they would be more likely to behave according to that subject because it has been reiterated. However, if you give an individual some guidance on good attitudes (or reason to have a certain attitude) and continually focus on that attitude-they will be more likely to think and act through that mindset.

The most significant factor in attitude and behavior relations is the individual's experiences that shape their attitude which leads to corresponding behaviors. If an employee has no prior experiences with a given situation, they are far less likely to behave and react in a positive way. Yet individuals who have experience with an attitude know how they will behave in the given situation.

Lastly, there is social pressure which can throw anyone's predictability out the window. Even though all individuals have morals and attitudes toward different subjects, when they are put in a situation where peers can influence their attitude, or the individual just wants to fit in, they may cause discrepancies between an individual's normal behavior and their socially effected behavior. To lessen the conformation of a group of people in an organization, it would be important to let each employee know that personal attitudes are tolerated, and that the organization will work to understand, consider, and accept-without negative repercussions. Employee attitudes and behaviors are usually related either one way or another, so when an employee has a negative perspective of their job, or a supervisor, or the organization as a whole-then they are less likely to care about their job performance, disregard their supervisor or try to cause problems with them, or not consider anything that would benefit the company as a whole-just worry about doing just enough in their job and get paid. However, if an individual likes their job-they will take pride in doing it correctly, if they like their supervisor-they are more likely to communicate and participate with them, and if they value the organization as a whole-they tend to look for ways to improve the company as a whole, even when they don't have too.

Q2. According to McClelland's theory of needs, the need for achievement must supersede the needs for power and affiliation. How can organisational leaders ensure that the need for achievement is continuously satiated for this purpose?

Answer 2. Motivation is a complex phenomenon. Several theories attempt to explain how motivation works. In management circles, probably the most popular explanations of motivation are based on the needs of the individual.

The basic needs model, referred to as content theory of motivation, highlights the specific factors that motivate an individual. Although these factors are found within an individual, things outside the individual can affect him or her as well.

In short, all people have needs that they want satisfied. Some are primary needs, such as those for food, sleep, and water—needs that deal with the physical aspects of behaviour and are considered unlearned. These needs are biological in nature and relatively stable. Their influences on behaviour are usually obvious and hence easy to identify.

Secondary needs, on the other hand, are psychological, which means that they are learned primarily through experience. These needs vary significantly by culture and by individual. Secondary needs consist of internal states, such as the desire for power, achievement, and love. Identifying and interpreting these needs is more difficult because they are demonstrated in a variety of ways. Secondary needs are responsible for most of the behaviour that a supervisor is concerned with and for the rewards a person seeks in an organization

David McClelland's acquired needs theory recognizes that everyone prioritizes needs differently. He also believes that individuals are not born with these needs, but that they are actually learned through life experiences. McClelland identifies three specific needs:

- Need for achievement is the drive to excel.
- Need for power is the desire to cause others to behave in a way that they would not have behaved otherwise.
- Need for affiliation is the desire for friendly, close interpersonal relationships and conflict avoidance.

McClelland associates each need with a distinct set of work preferences, and managers can help tailor the environment to meet these needs.

High achievers differentiate themselves from others by their desires to do things better. These individuals are strongly motivated by job situations with personal responsibility, feedback, and an intermediate degree of risk. In addition, high achievers often exhibit the following behaviours:

- Seek personal responsibility for finding solutions to problems

- Want rapid feedback on their performances so that they can tell easily whether they are improving or not

- Set moderately challenging goals and perform best when they perceive their probability of success as 50-50

An individual with a high need of power is likely to follow a path of continued promotion over time. Individuals with a high need of power often demonstrate the following behaviours:

- Enjoy being in charge

- Want to influence others

- Prefer to be placed into competitive and status-oriented situations

- Tend to be more concerned with prestige and gaining influence over others than with effective performance

People with the need for affiliation seek companionship, social approval, and satisfying interpersonal relationships. People needing affiliation display the following behaviours:

- Take a special interest in work that provides companionship and social approval
- Strive for friendship
- Prefer cooperative situations rather than competitive ones
- Desire relationships involving a high degree of mutual understanding
- May not make the best managers because their desire for social approval and friendship may complicate managerial decision making

Interestingly enough, a high need to achieve does not necessarily lead to being a good manager, especially in large organizations. People with high achievement needs are usually interested in how well they do personally and not in influencing others to do well. On the other hand, the best managers are high in their needs for power and low in their needs for affiliation.

Q3. Ethics and values differ in internal and external workplace environments, invariably affecting each other, and the collective effect on the organisation. Elaborate how ethics and values can differ, and how do they affect each other.

Answer 3. ETHICS AND HUMAN VALUES IN INTERNAL WORKPLACE

Every business has an ethical duty to each of its associates namely, owners or stockholders, employees, customers, suppliers and the community at large. Each of these affects the organization and is affected by it. Each is a stakeholder in the enterprise with certain expectations as to what the enterprise should do and how it should do it.

Business ethics is applied ethics. It is the application of our understanding of what is good and right to those assortments of institutions, technologies, transactions, activities and pursuits that we call business. Ethical behaviour is the best long term business strategy for company , however this does not mean that occasions may never arise when doing what is ethical will prove costly to a company nor does it mean that ethical behaviour is always rewarded or that unethical behaviour is always punished. On the contrary, unethical behaviour sometimes pays off and the good sometimes lose. Strategy means merely that over the long run and for most of the part, ethical behaviour can give a company significant competitive advantages over companies that are not ethical. Managers should hold and develop a deeper knowledge of the nature of ethical principles and concepts and an understanding of how these apply to ethical problems encountered in business. This type of knowledge and understanding should help managers more clearly see their way through the ethical uncertainties that confront them in their business lives.

Corporate issues in business ethics are ethical questions raised about a particular company. These include questions about the morality of the activities, policies, practices or organizational structure of an individual company taken as a whole. Here questions about morality would be a company's decision to invest millions of dollars on a project that the company knew would probably not generate any profits.

Individuals' issues in business ethics are ethical questions raised about a particular individual or particular individuals within a company. These include questions about the morality of the decisions, actions, or character of an individual. An example here could be the question whether it is moral for a leader of an organization to allow its researchers to develop a drug that would probably not generate any profits.

ETHICS AND EXTERNAL ENVIRONMENT

For centuries, business institutions were able to ignore their impact on the natural environment, an indulgence created by a number of causes. First business was able to treat air and water as free goods. However in today's context unless business recognize the interrelationships and interdependencies of the ecological systems within which they operate and unless they ensure that their activities will not seriously injure these systems we cannot hope to deal with the problem of pollution. Environmental issues raise large and complicated ethical and technological questions for our business society. What is the extent of the environmental damage produced by present and projected industrial technology? How large a threat does this damage pose to our welfare? What values we must give up to halt or slow such damage? Whose rights are violated by pollution and who should be responsible of paying for the costs of polluting the environment? How long will our natural resources last? What obligations do firms have to future generations to preserve the environment and conserve our resources?

ETHICS AND INTERNAL ENVIRONMENT

The process of producing goods forces businesses not only to engage in external exchanges, but also to coordinate the activities of the various internal constituencies that must be brought together and organized into the processes of production. Employees must be hired and organized, stockholders and creditors must be solicited and managerial talent must be tapped. Inevitably conflicts arise within and between these internal constituencies as they interact with each other and as they seek to distribute benefits among themselves. The ethical issues raised by these internal conflicts fall into two broad areas of job discrimination and the issue of conflicts between the individual and the organization. Although many more

women and minorities are entering formerly male-dominated jobs, they still face problems that they would characterize as forms of discrimination. Experiences suggest that sexual discrimination and racial discrimination are alive and they do create flutters in the society. Regardless of the problems inherent in some of the arguments against discrimination, it is clear that there are strong reasons for holding that discrimination is wrong. It is consequently understandable that the law has gradually been changed to conform to these moral requirements and that there has been a growing recognition of the various ways in which discrimination in employment occurs. Among the practices now widely recognized as discriminatory, few of them are recruitment practices, screening practices, promotion practices and conditions of employment. Women as noted earlier are victims of a particularly troublesome kind of discrimination that is both overt and coercive. They are subject to sexual harassment.

Q 4. The rapidly changing innovation-driven technological scenario requires continuous adaptation on part of the individual and the organisation. How can the organization's workflow be optimally designed to be compatible with the rate of change of innovations and new technology adaptation?

Answer 4. Adaptation of Technology and Organization Work Flow

Organization Workflow, loosely can be defined as set of tasks—grouped chronologically into processes—and the set of people or resources needed for those tasks, that are necessary to accomplish a given goal. These organization work flows lead to develop soft structure of an organization.

For any technological changes major obstacle is legacy factors of organizational structures which are because of soft structure of organization. So to manage high adaptation of technological changes the first necessity is formalization of soft structure. The proper definition of soft structure makes it easier on side of technology to get mapped into the system and get easily adapted. When technology does not adequately support the goals of the core team, it often causes workaround workflows. These alternate workflows are a

cause for concern because these informal, evolutionary systems rely on the employee' memories, and bypass decision-support safeguards that the system may provide. So the first important aspect is formalization of work flow.

The other related broad aspect is the adaptation of some automation and integration tools like ERP systems supports flat structure in the organization. Plus communication flow can also be easily managed by technological systems. So the necessity of middle management can be partially replaced by automated supervision and decision making abilities of these tools. The technology also replaces power based on hierarchical position to that by power based on competency. So removal of hierarchy from the system and simpler and more horizontal workflows are more suitable for faster technology adaptation.

From individual's perspective the job of members become more flexible and the time available for getting work done increases. So workflow should be designed considering the fact that the repetitive tasks are taken care by technology and employees get to done more challenging and effective work so the proper individual work life dynamics can be maintained. As more and more challenging works are better performed in the group the emphasis of group and team dynamics in the assigning role is also important in setting work flows. The last important aspect of workflows and technology is selection of technology. Each technology supports unique structure of an organization so technology must match with existing or required workflow/culture of the system.

Q 5. Without effective internalization of its vision and mission by the workforce, an organisation's objectives and goals can never be adequately met. How can an organisation ensure that the workforce relates to the mission and vision, and that they can internalise these organisational identities?

Answer 5. Vision of an organization defines how the organization would look into the future whereas mission defines the purpose of its existence.

Organization may be defined as a group of people working for achieving the common goal. So, people i.e. employees of an organization are its most important part. Whenever there is a change in any of the effecting factor for an organization, change in strategy is required which the top management in turn defines by changing the vision and mission statement of organization. With rapidly changing market scenario, these changes have become even more frequent. These changes bring the challenge of communicating the vision and mission and vision statement to employees as no one wants to work in mystery. Formulation of good vision and mission statement may be important part of strategic success but real results come from the activities its employees engage in. Employees could provide positive result only if their actions are aligned with the goals and vision of organization.
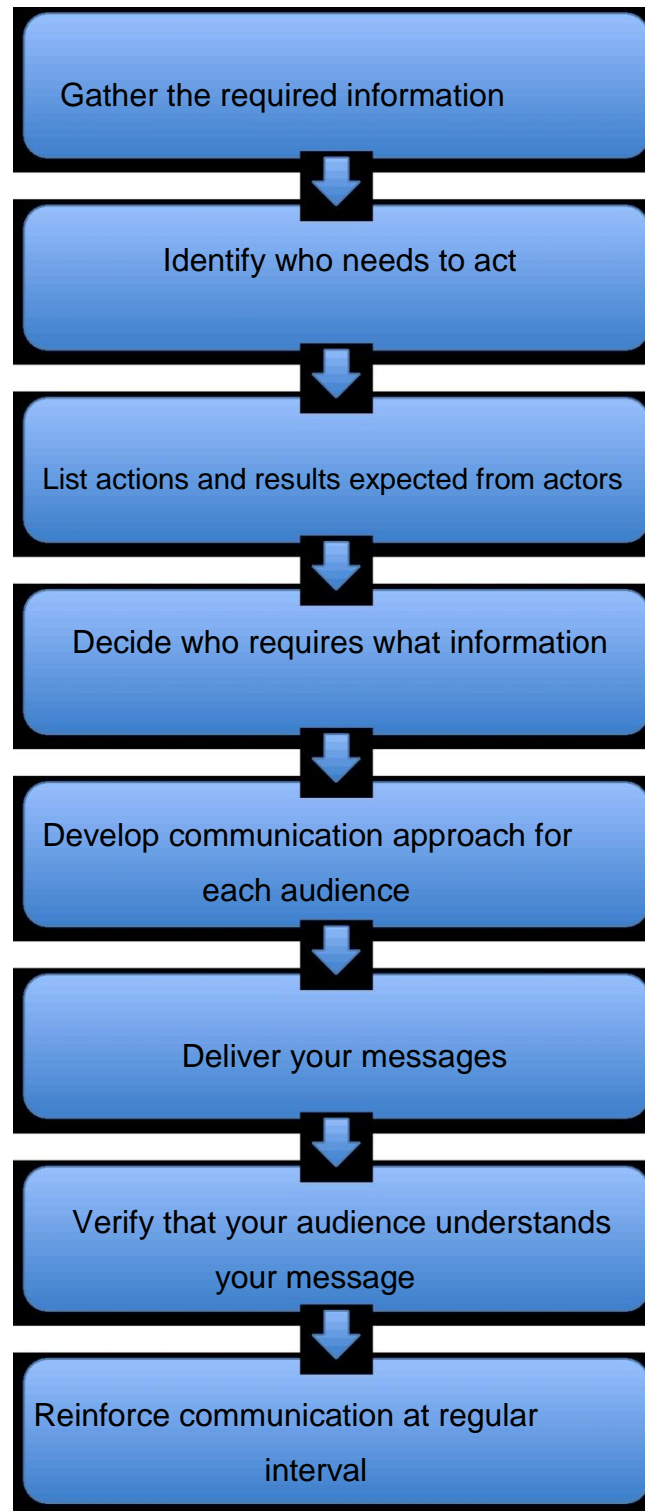
Key points to get the right information to right person are:
1. Vision has to be more than a poster: Employees are more apt to act off what they see in the hall versus what they read on the wall. It's not good enough for senior leaders to develop a powerful vision. They need to make sure that the vision is clearly communicated to every employee, along with the goals that will help bring the vision to life. When people are clear on their destination, and are given a map to get to the destination, as well as a tour guide communicating along the way, they will not only support the expedition, but usually will really enjoy the trip.

2. Two Way Communication: Managers should involve in two way communication with employees to ensure the highest participation levels. Thoughts and idea of employee must be given emphasis, at least before makinga decision that impact their work .

3. Over communicate in the period of rapid change: Employees are more apt to act off what they see in the hall versus what they read on the wall. It's not good enough for senior leaders to develop a powerful vision. They need to make sure that the vision is clearly communicated to every employee, along with the goals that will help bring the vision to life. When people are clear on their destination, and are given a map to get to the destination, as well as a tour guide communicating along the way, they will not only support the expedition, but usually will really enjoy the trip.

Following stepwise approach could be employed to ensure the effective communication of organizational strategies to all the stakeholders.

Gather the required information
⬇
Identify who needs to act
⬇
List actions and results expected from actors
⬇
Decide who requires what information
⬇
Develop communication approach for each audience
⬇
Deliver your messages
⬇
Verify that your audience understands your message
⬇
Reinforce communication at regular interval

Stepwise approach to effective communication of Vision and mission

Q 6. Change agents, internal as well as external, must deal with the problems of disconfirming responses from the organisation's members. How can such cases of non-constructive participation be dealt with effectively, by the organisation and the change agents at their respective fronts?

Answer 6. Change agents are people with the responsibility for implementing change in an organization. They can be either internal or external. Both have their respective set of advantages and disadvantages.

Taking up the advantages of internal agents first:
- They enjoy the credibility that only an insider can
- They know the people, the culture and norms of the organization
- They know the technology
- They are continuously available
- They have formed personal relationships within the organisation over a period of time

They also have their disadvantages:
- Often they may not be perceived as an expert
- May have negative history with the organization
- May lack objectivity
- May have limited experience with other organizations

External agents too have advantages and disadvantages:

Advantages:
- Credibility as an expert
- No negative history with organizational members
- Objective outsider
- Wide experience

Their disadvantages:
- Perceived as an outsider
- Lacks knowledge of organization and its technology

- Often has limited availability and time constraints

There can be many types of disconfirming responses from the organisation members:

- An impervious response

- An interrupting response

- An irrelevant response

- A tangible response

- An impersonal response

- An ambiguous response

- An incongruous response

To deal with these, the change agents use 2 different strategies: supportive or defensive role.

Supportive role:

1)Description: patient with the description of the problem

2)Problem Orientation: Allowing all to take their time to orient themselves with the problems at hand

3)Spontaneity

4)Empathy: trying to understand the problems of those in the organisation

5)Equality

Defensive behaviours:

1)Evaluation: evaluating the performances at every step

2)Control: Keeping the reins in one's hands always

3)Strategy

4)Neutrality

5)Superiority

If the change agent is internal, he may have to change his attitude, approach and may then come out of his comfort zone to implement strategies. For an external agent, he must first win the trust of the people of the organisation before expecting to implement any new policies.

Q 7. Organizations need to identify the necessity for interventions at various stages of organisational maturity, and also to recognise the ideal time to initiate such interventions. How can this necessity and the timings be precipitated and identified suitably?

Answer 7. Organizations have always had to interact with environment and the success of an organization depends on its adaptability with respect to environment. Adaptability is more important than ever because for an organization to grow and survive it must develop capabilities not merely as a defense but to outsmart the environmental threats and challenges.

In this regard mention may be made of Bharti Airtel which not only manages to provide service to its millions of subscribers at low cost but also manages to do so profitably. Bharti Airtel outsourced most of its functions such as customer care to third party. This helped in reduction of costs and improvement of service making it one of the most successful telecom companies in India.

Bharti Airtel was forced to adopt this method and think out of the box because of the price wars between different telecom providers. To deal effectively with competition, Bharti adopted this strategy which is now copied around the globe.

What are other such factors that force an organization intervention? What is the ideal time to initiate it and does it always have to be reactive in nature?

Intervention is called for and is urgent in the following reasons:

1. Declining Productivity of the employees.
2. Dysfunctional Workplace.
3. External Threats.

The external threats are easy to detect because their impact is seen in the balance sheet, declining market share etc but dysfunctional workplace and declining employee productivity and dysfunctional workplace is hard to detect. It may be years before the

upper management is able to put their finger on the problem. The result of the dysfunctional workplace may result in low employee morale, aggressive behavior and high turnover of the employees.

It is difficult to decide the ideal time for an organization to initiate an intervention. HCL technologies was doing good and posting good numbers, the CEO Vineet Nayar however felt that they would not be able to go the distance with current mindset. So he started a new program called Employee First Customer Second (EFCS). The intervention has proved so successful that HCL has been posting CAGR of roughly 30 percent in spite of the recession. This was a case of proactive intervention.

Xerox however failed to read the market when Japanese copier were capturing its market, having lost a substantial market share, Xerox woke up from its slumber, went to develop low cost copier and increased focus on research brought the company back from the brinks of bankruptcy. Xerox may have hit lows but the intervention brought it back stronger and better. The reactive intervention worked fine for Xerox.

To sum it up, it is important for an organization to know itself and the environment so that any major change or for that matter minor change which threatens its market or opens up an opportunity could be a catalyst for intervention.

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Q 8. The cyclical model of interpersonal conflict suggests that organisational and individual conflict must arise periodically. What measures are suggested to be taken by the organisation to most effectively mitigate and delay its effects?

Answer 8. Interventions and Organisation development

The cyclical model of interpersonal conflict suggests that conflict must arise periodically. How can the organisation most effectively prevent or delay its effects?

Conflict occurs when individuals or parties feel they have contrary goals or outcomes (Jameson, 1999). Oetzel, Ting-Toomey, Yokochi, Masumoto, and Takai (2000) describe conflict as a situation between two or more parties based on substantive or relational issues over differences in values, outcomes, or processes, whether real or alleged. The organisations can most effectively mitigate and delay its effects by using the five models discussed below. These models for conflict resolution are explained and the situations when they are best utilized are identified

1. Confronting

Confronting is also described as problem solving, integrating, collaborating or win-win style. It involves the conflicting parties meeting face-to-face and collaborating to reach an agreement that satisfies the concerns of both parties. This style involves open and direct communication which should lead the way to solving the problem. Confronting should be used when:

- Both parties need to win.
- You want to decrease cost.
- You want create a common power base.
- Skills are complementary.
- Time is sufficient.
- Trust is present.
- Learning is the ultimate goal.

2. Compromising

Compromising is also described as a "give and take" style. Conflicting parties bargain to reach a mutually acceptable solution. Both parties give up something in order to reach a decision and leave with some degree of satisfaction. Compromising should be used when:

- Both parties need to win.
- You are in a deadlock.
- Time is not sufficient.
- You want to maintain the relationship among the involved parties.
- You will get nothing if you do not compromise.
- Stakes are moderate.

3. Smoothing

Smoothing is also referred to as accommodating or obliging style. In this approach, the areas of agreement are emphasized and the areas of disagreement are downplayed. Conflicts are not always resolved in the smoothing mode. A party may sacrifice its own concerns or goals in order to satisfy the concerns or goals of the other party. Smoothing should be used when:

- Goal to be reached is overarching.
- You want to create obligation for a trade-off at a later time.
- Stakes are low.
- Liability is limited.
- Any solution is adequate.
- You want to be harmonious and create good will.
- You would lose anyway.
- You want to gain time.

4. Forcing

Forcing is also known as competing, controlling, or dominating style. Forcing occurs when one party goes all out to win its position while ignoring the needs and concerns of the other party. As the intensity of a conflict increases, the tendency for a forced conflict is more likely. This result in a win-lose situation where one party wins at the expense of the other party. Forcing should be used when:

- A "do or die" situation is present.

- Stakes are high.

- Important principles are at stake.

- Relationship among parties is not important.

- A quick decision must be made.

5. Avoiding

Avoiding is also described as withdrawal style. This approach is viewed as postponing an issue for later or withdrawing from the situation altogether. It is regarded as a temporary solution because the problem and conflict continue to reoccur over and over again. Avoiding should be used when:

- You cannot win.
- Stakes are low.
- Stakes are high, but you are not prepared.
- You want to gain time.
- You want to maintain neutrality or reputation.
- You think problem will go away.
- You win by delaying.

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Q 9. In the given case of the Granite Rock Company, even the slack time during the plant expansion was made use of optimally in order to alleviate the system's problems at all levels and interfaces. How was the slack time optimally used?

Answer 9. Granite Rock Company is a 105 year old construction material manufacturer and supplier company. To meet customer's expectations, the company decided to

empower the employees. The company created nine corporate objectives to clarify the goals of change process. The company also encouraged employees to participate in decision making processes. Individual Professional Development Plan (IPDP) was also created for employees so as to help them develop and progress within the organisation as per the organisations requirements.

In the IPDP the main motive was to enhance job performance, to help employees in the achievement of career advancement goals and also to identify training and expertise needed to achieve these goals. As per the development objectives of employees, the company finalised the actions which were supposed to be taken and also designed an effective measurement strategy for these actions. The measurement strategy was so chosen so that it had a clear time frame, provided scope to the employees for the demonstration of new knowledge/skills and also included the process for evaluation and feedback.

This evaluation and feedback helped the company to continuously keep a track of the effectiveness of its programme. The company also made sure that there is an involvement of employees in decision making process of the company. These decision making processes included the recruitment process for the new members at the various positions, the decisions regarding plant expansion and also, involvement of the employees in the design and ergonomics of the new plant.

As a result of this systemic intervention the market share of the company increased by 88% moreover these changes also led to the customer satisfaction increasing twice that of the industry standards.

Q 10. Intervention techniques, in promoting leadership over commandeering, often end up diluting the management's discretionary power. What steps and precautions can be taken by the organisation and the Intervention agent at their respective fronts to prevent this from happening?

Answer 10. Interventions are structured activities used individually or in combination by the members of a client system to improve their social or task performance. They may

be introduced by a change agent as part of an improvement program, or they may be used by the client following a program to check on the state of the organization's health, or to effect necessary changes in its own behavior. Structured activities mean such diverse procedures as experiential exercises, questionnaires, attitude surveys, interviews, relevant group discussions, and even lunchtime meetings between the change agent and a member of the client organization. Every action that influences an organization's improvement program in a change agent-client system relationship can be said to be an intervention.

Some of the steps taken by organizations and change agents to prevent dilution of management discretionary power are:-

- Constant effort should be made in the reduction of inappropriate competition between parts of the organization and the development of a more collaborative condition.
- Decision making in a healthy organization should be done where the information sources are, rather than in a particular role or level of hierarchy.
- Organizations, subunits of organizations, and individuals must continuously manage their affairs against goals. Controls are interim measurements, not the basis of managerial strategy.
- Change agents should develop generally open communication, mutual trust, and confidence between and across levels.
- People support what they help create. People affected by a change must be allowed active participation and a sense of ownership in the planning and conduct of the change.
- Develop and maintain a system of ongoing personnel assessment tools.
- Assessing employees in a reliable and valid manner is a prerequisite for the effective management (i.e. supervision and training) of staff.
- Screening and assessment tools that focus on dynamic and static risk factors, profile staff training needs, and have been validated are vital. They should also be supported by sufficiently detailed and accurately written procedures.

- Supervisors should relate to staff in interpersonally sensitive and constructive ways to enhance intrinsic motivation.

- Behavioral change is an inside job, for lasting change to occur, a level of intrinsic motivation is needed. Motivation to change is dynamic and the probability that change may occur is strongly influenced by interpersonal interactions, such as those of ambivalence that usually accompany change can be explored through motivational interviewing, a style and method of communication used to help people overcome their ambivalence regarding behavior changes. Research strongly suggests that motivational interviewing techniques, rather than persuasion tactics, effectively enhance motivation for initiating and maintaining behavior changes.

- Monitoring delivery of training and fidelity to procedures helps build accountability and maintain integrity to the organizational mission. Regular performance audits and planning with an eye toward improved outcomes, keep staff focused on the ultimate goal of increased performance through the use of evidence-based principles.