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CONTENTS

From The Dean's Desk

Peeling Saunders's Research Onion

I am great admirer of Saunders 'Research Onion." I firmly believe that the young researchers, just like peeling the onion, should go from the outer layer to the inner layer of the research onion. Though most researchers design their research to answer a question or address a problem, they begin by working out what data are needed and what method, tools or techniques should be used. This means that they start peeling the onion from the center. Can an onion be peeled from the center?

I have been intrigued with this phenomenon and, therefore, thought to make an investigation. In the process I interviewed 115 research scholars registered for doctoral degree in IIMs, some leading Universities and some private Business Schools. Though quite a few of them were aware about 'Philosophy of Science' and 'Theory of Research', only a few used them in their proposal or thesis writing. Mostly were concerned with the research objectives, the research questions. They focused on obtaining data and mechanistically analyzing them. In the process they used the data collection techniques such as questionnaires, interviews, and observation as well as made use of secondary data but hardly pondered over their ontology or axiology. Selection of technique(s) used to obtain data, along with procedures to process and analyze these data, which should only be a part of the thesis, remained at the center of the thesis. Even the research design and methodology remained in background. Most of them hardly dealt with the design though all of them had a chapter on methodology.

It should be clearly understood that it is the researcher's understandings and associated decisions with regard to outer layers of the onion that provide the context and boundaries within which data collection techniques, processing of data and analysis procedures should be selected. The planning and designing stage of a research is most important. The final elements, the core of the research onion, need to be considered in line with other design elements which are contained in the outer and middle layers of the research onion. In kitchen, generally, the first layer of the onion, after peeling, is thrown away. But in research, the outer layers of the onion form the root and the middle layers the building blocks of the research. They are crucial to the development of an appropriate research design which is coherent with the objectives and the research questions. The research design should be such that it can be both justified and explained.

Let me start peeling these layers starting from outer layer and elaborate their importance. The first layer constitutes research philosophies and their implications followed by choices, strategy, approaches, time horizons, techniques and procedures.

Research Philosophy

The majority of the doctoral students, I talked to, regardless of their year of study, expressed that there was confusion and difficulty in understanding research philosophical debates and classifications. Every doctoral student interviewed showed some form of dilemma about research philosophy. Most of them were bewildered with the debates by philosophical advocates. The classification and terminology, which needed consensus, differed from author to author. This is why there is not only contradictory perception between research students and philosophical advocates but also between the supervisor and doctoral student. As a teacher of Philosophy of Research, I found difficulty in convincing my students, who are in management stream, about different terminologies and paradigms. Some even question about the relevance of philosophy in their research. Only when they start writing assignments, they start questioning various philosophical terminologies. They get better when they start writing research proposal as they begin to understand their view of the world and the terms like epistemology, ontology, axiology, praxeology and doxology start making some sense.

Let us take the case of a research being carried in aviation industry. A researcher, who is concerned with observable phenomena, such as the resources needed in manufacturing aircrafts or running an airline, is likely to have a very different view with regard to the research to be conducted on the feelings and attitudes of the workers in that same aviation industry. Obviously, their methodological choice and strategies will differ considerably. Further, their views on the type of data to be collected and their processing will also differ

Where cause and effect or relationship is being studied, the researchers interviewed generally used the philosophy of positivism. They tasted theory for which they collected data that were highly structured and amenable to measurement. The researchers kept themselves at a distance from the phenomenon and were be value neutral in research. This involved large quantitative data and statistical hypothesis testing. The processing and analysis of data was mechanistic devoid of researcher's intellect.

Where rich insights into a nascent phenomenon, which called for derivation of subjective meanings rather than providing law-like generalization was being researched, the researchers had adopted the philosophy of interpretivism. This philosophy related to the study of social phenomena in their natural environment. The researchers mingled with the phenomenon, reflected on the phenomenon and interpreted their observations. They adopted a stance to understand the social world (which is ever changing unlike physical world) and gave a meaning to from their point of view. The interpretivist approach of the research was, thus, value bound. The investigation, in this case, was in-depth but with small sample size and the data collection and analysis were qualitative.

There were cases where the researchers were neither convinced with the positivist or interpretivist approach. In such cases, they had chosen the philosophy of pragmatism which considers that no single viewpoint can ever give the entire picture. They believed that the realty may not be single one but is multiple. The pragmatist researchers use variety of data collection techniques and analysis procedures. Though it is not necessary, the researchers, in general, turn to mixed method of research and use various forms of triangulation.

Methodological Choice

The choice layer of the research onion provides option of deductive and inductive research. This is a basic but important choice researchers need to make while designing their research; the deductive choice, generally, leading to the use a quantitative method or methods while inductive choice leads to a qualitative method or methods. There can be a combinative research design which uses a mixture of both. The design encompasses all; methodology, methods, tools and techniques. Among the researchers interviewed, some had used a single method while some others had used multiple methods; single (mono) method could be qualitative or quantitative whereas multi method could be qualitative, quantitative or a combination of both. Further, multi method can have many combinations such as quan + quan, qual + qual, quan + qual, qual + quan, quan -> quan, qual ->qual, quan ->qual, qual -> quan. Where the researchers have more time and resources, they may even choose longer combination like quan -> qual -> quan. Within quantitative research any tool(s), be it regression, DEA, AHP etc could be used. Likewise, in case of qualitative research tool(s) such as interview, expert opinion, self-reflection, content analysis etc. could be used.

Strategy

Peeling away the philosophical and choice layers leads us to the next layer of the onion; that of: strategy. The researchers used one or more strategies in creating their research design which is nothing but an overall structure of the research giving details for various elements of design. Only a few of the researchers vividly described or depicted their research design. However, they adopted any strategy from experiment to action research or a combination of different strategies mentioned in the research onion. Very few of them used Action Research. While action research calls for working with practitioners to bring about organizational change, they had simultaneously adopted a survey strategy for data collection in a structured manner from a sizeable number of employees of the sample organization. Generally, researchers need to associate particular research strategies with particular research philosophies but the boundaries between them being permeable, they have legroom for flexibility. Some of the strategy may be associated with different philosophies. For example Case Study can be used with all; positivism, intepretivism and pragmatism.

Time Horizon

Before reaching the core of the research onion, the adjacent layer depicts the time horizon over which the researcher undertakes her research. Where a problem at a particular time is to be dealt with, a cross-sectional research is undertaken to answer a question or solve the problem. In such cases, strategies such as experiment (limited), survey, case study or grounded theory is used. On the contrary, where the question or the problem is such that it necessitates data being collected for a longer period of time, the researcher takes the longitudinal route. Majority of the researchers had undertaken cross-sectional study. Only a few had used strategies such as an experiment (wider, longer), action research, grounded theory ethnography and archival research. The sponsored research, generally, defines a time line; so is the case of research for doctoral degree as the doctoral candidate has limited time and resources. The crux of the matter is what a long period is!

Concluding Remarks

Any research is designed to answer a question or address a problem but the design is constrained by what is practicable to pursue in the investigation and finding the solution. In case of testing the hypothesis, the researcher has definitive tools and techniques which he needs to use but in case of theory development, he has much wider boundary within which he can operate. He can be creative to the extent of his own reflection and developing his own tools and techniques. In either case, what is ethical is of utmost importance. The management research, though slowly but surely, is shifting from quantitative research to qualitative or mixed method research paradigm.

Dr. A. Sahay

The Editorial

Dear Readers,

Seasonal Greetings!

We are extremely happy and delighted to bring you another exciting and worth reading journal for the year 2016, Shodh Gyaan Vol 3, Issue 2.

This journal consists of articles, book review, management thought and working case which are related to multiple disciplines of management studies. Introducing the new "Jagdish Sheth Best Thesis Award Series", which gives the executive summary of the award winning thesis by the research scholars of Birla Institute of Management Technology. Also, introducing the article "My FPM Journey", this brings the journey of the research scholars, who have successfully completed the Fellow Program in Management. The current article of "My FPM Journey" is written by the first Fellow of Birla Institute of Management Technology.

The article "Competency based talent management: A tool of engaging employee to improve performance" is about the Employee engagement leading to employee performance and its effect on the organization, the article is related to the field of Organizational Behaviour and Human Resources Management. The next article "Conflict Management in an Organization", deals with conflict management in organization's context, its origin, types, managerial styles, control on the outcome of conflicts, organizational culture and its positive effect on the organization's performance. The article "So, what's the relationship between a brand ambassador and the brand?!" brings the customer's perception about the relationship between brand ambassador and the brand with enriching examples from our day to day life, this article belongs to the field of Marketing and Customer Relationship Management. The next sections brings the "Jagdish Sheth Best Thesis Award Series" and "My FPM journey" article.

The following section brings the Management Thought delivered by Mr. Rajeev Anand, Vice President and Managing Director Good Year, India. During the interactive session Mr. Rajeev Anand answered student's questions and delivered wonderful insights about what industry expects from freshers and how the new entrants should keep themselves ready for the placements and entry to the industry. The next section deals with Working Case "Empowering the Helpless", a working case study on Goonj: not just a piece of cloth. The case deals with the origin, the founder, the ideation, the employee's experience and concept of Goonj. The next section deals with book review on "Arianna Huffington, The Sleep Revolution: Transforming Your Life One Night At a Time", deals with sleep habits of millennial generation and its implications on their lives.

Assure you that, you will enjoy reading this journal with diversified concepts of management studies.

Wish you a very happy reading!

Shreya Mishra
Editor

Competency Based Talent Management:
A Tool of Engaging Employee to Improve Performance

Aditi Mudgal*

Although, technology remains as the primary criteria for attaining competitive advantage for any organisation, there has been a gradual change in the paradigm recently. We can see that the organisations are shifting to give importance to other criterions as well for being ahead in the competitive landscape (Talent trends in 2015, 2015).Traditionally, organizations relied upon numbers to assess their performance and health (Wyles, 2013), however, recently, it has been observed that, competitive advantage is being achieved in a combination of one or two factors (Wyles, 2013). In the current scenario financials are a passé. These days the focus is on "human oriented" measures (Wyles, 2013) such as employee attitudes, employee behaviour (D Robinson, 2004), employee engagement (Macey, W. H., & Schneider, B. (2008) etc.

The meaning of employee engagement, engagement has been used to refer to a psychological state (e.g., involvement, commitment, attachment, mood), performance construct (e.g., either effort or observable behavior, including prosocial and organizational citizenship behavior [OCB]), disposition (e.g., positive affect [PA]), or some combination of the above (Industrial and organizational Psychology, 1(1), 3-30 Organisation culture encompasses values and behaviours that "contribute to the unique social and psychological environment of an organization (John .P koter, 1992), Ethics-Business Ethics is generally coming to know what is right or wrong in the work place and doing what is right. This is in regard to effects of products/services and in relationship with the stake holders (Mcnmara).

Employee behaviour and engagement are key predictors of organisational performance (Employees, Tough Decisions in a Downturn Don't Have to Lead to Disengaged). The relationship between the employees measured engagement and the organisational performance is quite evident in the terms of employee output and the goals achieved. In order to make the best use of potentials of

* Pursuing Fellowship Programme in Management, in the area of Human Resources and Organizational Behaviour, at Birla Institute of Management Technology

employees at work, the organisation has to enhance their individual engagement levels by introducing substantial and relevant practices imbibing in the organisation's culture. One such practice can be competency mapping and development, which helps improve the employee's individual characteristics and potential. Through this, there is a mutual gain for both the parties (Wyles, 2013). The potential of the employee can be tapped by the organisation for having better results and performance. The evidences demonstrate that high levels of employee engagement have a significant and positive impact at both organizational and individual levels. According to Academic research (D Robinson, 2004) the employee behaviours/ competencies are drivers of employee engagement though not tested in depth, but an indirect relationship between the two have been researched quite a lot.

What is a Competency?

Competency is an observable behaviour, a skill or an ability of an individual, which are key characteristics attached to his individual nature (D Robinson, 2004).These can be learned through training of technical skills and verified through tests. Similarly behaviours can be learned and unlearned. These are also called key success factors (Petrie, 2014). There are certain kind of behaviours needed to perform the task of a job role; for example a sales employee would be requiring persuasive and good communication skills handy all the time to get clients and achieve targets, but if he lacks such behaviours, then organisation will need to find the gap and make him reach a certain level to perform a sales job efficiently. The competencies of both kind, be it functional like technical skills and expertise, or development of some key behaviours in accordance to job requirement in volatile business environment, all of them can be developed with sincere efforts to learn with

purest of intentions. Sometimes the practice of equipping oneself with new skills and behaviours is not because of lack of skills present but to exploit the capacities of individual, to attain the best possible behaviours to keep up with the changes happening in industry (Talent trends in 2015, 2015). Previously for selling, only persuasive and convincing skills were enough, but now sales people have to possess more than that. They need to do cross selling too, they need to be calculative, to customize the combinations of services to make the client delighted, at the same time, not shooting up the costs for the organisation.

What is Engagement and how it affects Organisation

"Engagement is a measure of the extent to which employees put discretionary effort into their work." - (D Robinson, 2004). Engagement as a term specifies an intrinsic as well as extrinsic motivation of an individual to give his best to the job he/she is involved in (Bergström & Martínez, 2016). This behaviour of voluntarily working and delivering results is a behaviour which is being articulated only by employees who are engaged, motivated and happy to be doing what they are doing (John .P koter, 1992). The organisations globally are facing a crisis not only on economic and financial parameters, but, the main challenges which organisations have in front of them right now, are related to their human capital, which is a highly disengaged workforce (Talent trends in 2015, 2015), huge turnover rates (Talent trends in 2015, 2015) , incompetent workforce (Employees, Tough Decisions in a Downturn Don't Have to Lead to Disengaged) or crisis of quality human capital with right kind of skills and potential needed for the challenging job at a global level (Employees, Tough Decisions in a Downturn Don't Have to Lead to Disengaged).

There have been several research and training programs conducted on issues of how to keep the employees engaged and satisfied at workplace to retain them for longer periods (John. P koter, 1992). Providing a conducive environment for the workforce which balances the productivity at work with considering costs involved in the process is although a tedious task in itself, but, it also seems as the only option for the organisations to see themselves in the future competitions. Employee Engagement is not a target but it has become a necessity, as it directly hits organisation in measures of productivity and deliverables .Also there is a high rate of attrition involved, which results in financial loss to company (Talent trends in 2015, 2015).

It has been researched and stated in the report "Engaging and Enabling Employees"(2009) that "Companies with high levels of engagement show staff turnover rates 40% lower than companies with low levels of engagement. But companies that both engage and enable employees demonstrate a total reduction in voluntary turnover of 54%". Engagement may have different meaning to different employees. For some, it is a break from monotonous work schedules, for others engagement can be activities or breaks of 15 minutes after every productive one hour. Hence, there are huge efforts involved, with significant costs in the process of engagement programmes and initiatives which can be of many form (Engaging and Enabling Employees, 2009).

Engagement may result into productivity, high deliverables and retention of employees, which is inculcated through a conducive and healthy environment at workplace with a sense of belonging and a certain kind of motivation (Bergström & Martínez, 2016). The study from IES (D Robinson, 2004) also concludes that "Engagement is the positive attitude held by the employee towards the organisation and its values." An engaged employee is aware of the business context, and works with colleagues to improve performance within the job for the benefit of the organisation (Wyles, 2013).Which also suggests that Engagement can be in a form of informal activity, or an open communication with direct reporting manager, or a healthy culture within workplace. It sometimes, can even take monetary forms such as holiday trips, but the crux is that a happy employee is more satisfied and engaged, and is voluntarily working with organisation because he looks his future with the organisation.

This article revolves around the idea that the challenge of keeping employees engaged can be dealt by including Competency Based Talent Management as an organisation strategy. Aligning engagement with the organisations vision and strategy will help in achieving successful business sustainability in difficult business environments (Engaging and Enabling Employees, 2009). It looks at the relationship between competency based practices like competency mapping, competency modelling and using these to keep the organisation at an advantage by embedding these into the HR strategy of organisation. The process of recruitments can be effective by looking for person-job fit and per-organisation fit , matching of specific competencies required for different roles (Wyles, 2013).

At the stage of Performance Management, the mapping can be incorporated and linked to KRA and critical incidents can be formed and measured. Identification of training needs, gaps in required skill sets and behaviours and growth can be tracked down through the process of competency modelling (Engaging and Enabling Employees, 2009). These measure and their impacts and relationships are discussed with a

view that engagement as a construct can be dealt. If the organisations consider incorporating talent management as a strategy with due consideration to competency management at all levels of organisation, aligning it to the HR strategy to produce a holistic impact through these key results and deliverables. (Wyles, 2013).

There is a relationship between acquiring a new competency by an employee and its effect on the working environment. The benefit of this newly learned competency brings proficiency in the capabilities which can be seen in the results (John P. koter, 1992). An employee's motivation is boosted by good results and also learning of new skills which in turn help in bringing new zeal in the individual to work harder and better. The process of learning is a continuous process, wherein employee can acquire any of the desired competencies / behaviour through which he / she can be benefited in the kind of work he performs. Sometimes the employees are looking at inculcating a certain behavioural skill like networking or social skills to upgrade themselves to new roles. This process of competency development is maintaining a relationship with the employee beyond the employee- employer relationship (Wyles, 2013). The employee feels secure and appreciates the efforts taken by the employer for individual's development through skill enhancement or learning of certain key behaviours which are helpful in the professional growth of employee. These certain behaviours are acquired for building relationships or unlearning a habit which would be becoming a key hindrance in attaining the targets set by immediate manager (Employees, Tough Decisions in a Downturn Don't Have to Lead to Disengaged). The impact of competency development as a process will help in obtaining the employee engagement as a result through linking these competencies and skill based competencies to the KRA's (Engaging and Enabling Employees, 2009).

Yet another more detailed definition given by Parr (1996) defines competency as 'a cluster of related knowledge, skills and attitudes that affects a major part of one's job (a role or responsibility), that correlated with performance on the job, that can be measured against well accepted standards and that can be improved via training and development'.

Incorporating key competencies for an organization or a job through the process of training and development can become the new tool for engaging an employee with the firm (Wyles, 2013). The whole process facilitates engagement of employees at personal level, assessing themselves on broader parameters and working to enhance their skills, which is actually bringing confidence in relationship between employer and employee and shows an effect on quality in work delivered by the employee (D Robinson, 2004). The whole idea of linking these competency developments as a part of employee's KRA is fresh and still needs to be tested in waters, to be a successful model. When the organisations talk about including an additional parameter to KRA's of employee, the employees are already unwelcoming the change. due to complexities of achieving them and its effect on their performance measurement. The answer to all the criticalities and doubts is the continual development of skills from time to time. Upgrading employees to new roles to maintain an interest in job and also making them move in all direction to get a better understanding of different roles in an organisation so that they can work on holistic development not only at individual levels but at team levels, as well as organisational level (Wyles, 2013).

When you make an individual a one- many army or a multi expertise, you are actually bringing in productivity of two at a cost of one. This not only focuses on skill up gradation or behavioural competency building, but it also looks at macro level. The employee feels empowered of being good at more than one attributes and looks for more responsibility, so now, there is a workforce created which can manage pressures, work with challenges and high stakes (Wyles, 2013). A high consideration must be given to the implementation of competency mapping as a tool to equip Indian organisations with highly effective systems to select employees while hiring, to develop employees by competency development and mapping, and to choose the right kind of job in compatible to the individual's competency (Talent trends in 2015, 2015).

Organization need to be aware for having competent employees and developing distinguished competencies for organization. Organisation performing high risk tasks which involve a certain amount of technical expertise run at a higher risk of uncertainties, hence there is a need to ensure the right kind of competent employees at various critical roles (Cheng, March 9, 2014). One of the major crisis faced by organisation irrespective of sectors they are in, is high attrition rate, ie., the loss of employees drains the company not only financially (the costs involved in hiring and training), but also a loss of competent skilled employee who might have been a star performer and key element in bringing business to the firm. These costs cannot be calculated, and hence, what results is an increased cost of manpower (Employees, Tough Decisions in a Downturn Don't Have to Lead to Disengaged).

Competency mapping can also be employed in performance management system so that efficiency of employee can be increased and measured through nurturing of existing competencies, exploiting the potential of nurturing new competencies and behaviours. The objective of every firm is to win the competition, which can be achieved through building up the core competencies, which make the organisation, stand out, which can also be known as strategic advantage for the firm, in order to achieve it, the organisation need to build the employee's core competencies and match them to the standard of the firm (Cheng, March 9, 2014).

The benefits of competency mapping are infinite for the organisation as development of competencies at different levels, and job role and linking them to KRA's, result in learning new behaviours and skill which assist in professional development of employee, and thereby, resulting into delivery of quality work which as a result influences performance of the firm as a whole (Engaging and Enabling Employees, 2009). Cultivating new expertise and inculcating new behaviours in accordance to job requirement is not an easy task. There is process of learning involved through constant up gradation of skills from time to time in ever changing world to reach up to the standard of results expected by clients, in such a time, the need of the hour is that there is an urgent need to learn and unlearn to feel empowered of knowing what is latest algorithm or technique to reach out to top when this is the objective (D Robinson, 2004).

Firms believe in development of the new skills, which also result in job satisfaction and retaining the talent. Sometimes there's an ambiguity in the role of employee, as to what are the expectations out of him: that is, when understanding of scope and requirement of specific role come in handy by competencies needed to perform the job. Aligning of employee behaviour, imbibing

certain values in culture of the organisation are certain organisational strategies to create a better workplace by aligning competencies to the vision, mission and objective of organisation like TAJ Hotel's culture known for its service (John .P koter, 1992). Skill mapping and competencies aligned to chart an individual growth offer a substantial proof to continual improvement of firms' performance too. Competency mapping and developing plays a key role in training needs identification and performance management (Bhattacharyya).

A positive and conducive workplace environment is created if only employees feel secure, empowered and feel the belongingness to the firm. When an initiative is taken forward by a firm to inculcate best industry behaviours and skills that are unmatched, it increases confidence within the employee and also improves the morale of employee towards organisation (Bhattacharyya) For Employees, Competency mapping as a tool is making following things easier. They can identify their individual performance levels by knowing the degree of exhibiting a certain learned behaviour or progress of skills through tests. This process gives the clarity on career related issue. The focus is more on professional growth, succession planning at organisation level and career planning at individual's level

A Brief look at Competency Mapping Process
- Develop the Competency Framework
  Choosing and selecting a competency framework in accordance to the kind of organisation is the first step forward in working of competency mapping. A competency framework need not be same and specific for whole organisation . It can differ by department it is being implied for viz., for sales department it would be more inclined towards inculcating certain skills for usage in practical day to day life , so will

be the assessment wherein client feedback will be playing a major role. In a similar fashion, the framework used for operations department would be more focused on efficiency of systems and up gradation of skills and technical expertise of employees involved in it(Bhattacharyya). So will be the assessment centres which will extract the results from experiments and noting exact lead times and bottlenecks. A competency framework is nothing but it consists of a group of knowledge, skills, and attributes needed for people within an organization to conduct a task competently.(How to develop competency framework) To implement a competency framework one needs to understand the job description and the role it is being designed or used for. Example: the first line managers.

- Conduct the Assessment Centres
  The Assessment Centres shall help the organisation in identifying individuals with high potential, optimizing their development and growth opportunities and thereby increasing their productivity and efficiencies on their present and future roles.

- Developing organizational interventions
  The organisational interventions would initiate strategies like Learning Action Plan and Training modules for gaps identified through mapping.

Benefits that an organisation derives from Competency based talent management are immense.

The organisation's HR department can actually create employee talent profile which has individual development plan to learn critical success behaviours needed to perform better and give better results. These individual development plan and talent profiles not only help in tracking one's growth but also helps him

in career transition , when the same individual is looking for his personal growth to certain level or is wishing to try his hands on a challenging project or eyeing a leadership role (Engaging and Enabling Employees, 2009), then this transition with same resource can be done by making him ready for the new change with specific training for technical skills and acquiring of certain key behaviours like risk taking , leadership skills (Petrie, 2014).

Work behaviours are influenced by two criterions which are job-person fit and person organisation fit, hence matching an individual's competency with the kind of role he/she is fit for. Looking at the kind of technical skills which is required, is also an important part of competency modelling- placing the right employee with right skills at right job. (Cheng, March 9, 2014)

Strategic vision of organisation is translated through the kind of competencies an organisation looks in prospective employees at the time of hiring. Gradually this develops into organisational culture. One such example of organisation can be Microsoft. This organisation is known to hire the best minds. The selection has several rigorous steps wherein employee has to go through each challenge The focus is on stress interview, which tests the prospective candidates ability to manage stress and a challenging job, when he becomes part of the organisation. Hence the main objective of the organisation is to look for candidates who are good at performing challenging jobs and love to get new challenges (Cheng, March 9, 2014).

Diagnosing a problem like results not showing up for sales department, competency mapping can help in identifying weak areas of sales people in the organisation, give suitable training for skills and behaviours, and fill in the gaps which are stopping from performing their best (Bhattacharyya).

Conclusion

Expectation from the whole process is refining of skills in a manner to remain a competent player in the competitive landscape. The business environment in which industries are performing is quite critical, in a manner that organisations are too dependent on processes and efficient human capital adds on to leverage the advantage by having a workforce which can deliver without crumbling to deadlines and unexpected challenges thrown at them by the client (Engaging and Enabling Employees, 2009). To cope up with this phenomenon, there is such a stress on developing a non-replicable workforce because. There is belief that processes, technology and algorithm can be imitated but unique individual characteristics cannot be imitated though they can be learned and incorporated in accordance to needs. Execution of HR processes is facilitated by the process of Competency mapping. Managing the talent is the key to increase in performance and growth of the organisation. There can be many styles for managing the talent. There are no concrete boundaries or standard to it, but concentrated efforts in right direction can help build a new HR strategy or framework which can help in providing a differentiated outcome. The idea is not only to compete but to excel and differentiate (Petrie, 2014). Every organisation has different playing field with different advantages and constraints to it, an organisation's primary aim is to thrive for tomorrow which can be achieved only if there's learning from past, and a continuous process of evolution in practice. Talent can be managed in different styles and strategies so is engagement. A look at prospering future can be wished for, if only organisations don't remain rigid, try to evolve and change with times, and adopt healthy practices.

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"Conflict Management" in an Organization

Arpitha Reddy P*

What does the word "Conflict" mean?

"Conflict" is a state of fiction or strong disagreement on an issue or topic or difference of opinions between two individuals or between members in a group or between different groups or between different organizations (Kenneth, 1992). Conflicts are bound to happen with in oneself and is equally inevitable between two or more individuals or members of a group (Sherif, 2015).

Origin of Conflict Management:

Earlier conflicts were considered as disputes, but from the past few decades conflicts are considered as elements to dilute or resolve non negotiable issues of human beings in ontological sense (De Dreu. C K, 2003). Conflicts are managed with different strategies or techniques. Rather the solvable outcome of a conflict is given the term "Conflict Resolution" (Burton, 1991). Post World War-1, in 1965, Conflict Resolution has been defined and introduced by University of London. It was an extension to conventional strategies. The main purpose for defining the term Conflict Resolution was for stressing on analytical thinking by the political parties to look for alternatives to a problem, to solve and collaborate political stability between the nations and countries. The drift in thought process of people for avoiding the destruction and having safe and sound environment gained much more importance for Conflict Resolution during that period (Burton, 1998). So, the stereo type thought process of eliminating conflicts finally changed and finding resolution to a conflict rather managing conflict developed. "Conflict Management" is the way in which the resolution is found to the conflict(Burton J. 1990).

Why do we have to learn about Conflict Management?

Conflict management is a process which uses strategies and techniques to limit the adverse effects of a conflict and try to promote the strategies to solve the conflict. The positive outcome of conflict management is much more fruitful than avoiding a conflict all together. Conflict management helps in arresting the

* Pursuing Fellowship Programme in Management in the area of Human Resources and Organizational Behaviour at Birla Institute of Management Technology

adverse outcomes and enhance the optimistic outcomes. "Conflict Management is a dynamic process that occurs between interdependent parties as they experience negative emotional reactions to perceived disagreements and interference with the attainment of their goals" (Barki, 2004). With conflicts present and persistent, an organization or situation in a team can never survive with fruitful outcomes for a long time, it is a necessity to solve them amicably to survive, sustain and grow consistently (Corkindale, 2007).

Conflicts in Organization's context
Conflicts in organization are present at every level and between the hierarchy levels. The situations where a conflict arises are numerable and scenarios are also not predictable. They can be due to perceived incompatibilities or discrepant views among the parties involved (Jehn, 2003). Few reasons can be due to difference of opinion, beliefs, values, cultures, gender biasing, age differences, ideology differences, variation in employee's skills set, communication skills, understanding skills and listening skills, soft spoken skills, technical skills, managerial styles, organizational culture, leadership styles, unclear role descriptions, language barriers and cross border barriers (Kenneth, 1992). When situations, types, levels, people and context of conflict are different, the strategy or technique used for conflict management cannot be the same. Depending on the type of conflicts, scenarios, levels, people and contexts apt strategies should be applied. Upon applying the apt and sensible strategy or conflict management technique, a conflict can be resolved. As an organization is a construct of people, existence of conflicts is inevitable and it is also inevitable to solve them. (Pondy, 1967)

Why do conflicts arise in Organization?
The reasons of conflicts in any organization can be multiple because of which conflicts often arise. Broadly, it is classifying them into two categories- Communication and Emotions (Myatt, 2012).

Communication
Most of the conflicts in organization arises due to lack of proper information in communication, poor communication, miscommunication and can also be due to lake of communication itself (Myatt, 2012).

Communication should always be lucid, precise, concise, timely and simple in language. Communication is just not passing of information, but it should also convey the information with same meaning to the concerned party who is receiving the communication. The tone and pitch of the communication also plays a vital role. Amicable tone, pitch and body language needs to be maintained while communicating. Incase any of this is missing while communicating, it will convey different meanings of the content. This eventually leads to conflict. If the communication is still not appropriate during the conflict management, the severity of conflict increases (Myatt, 2012).

Emotions
It is human that most of the people would let emotions drive the decision making process. Such emotion driven decisions in work place leads to conflict. Conflict management in work place should be dealt independent of emotions. Emotions will resist logical thinking and shifts from reality while resolving a conflict. Team leaders or managers should have emotional intelligence (EQ), which means they should deal the situation with sensitivity as human beings are involved; however, they should not use emotions to take decisions in conflict management. (Jordan & Troth, 2002)

What are the types of Conflicts?

Conflict can be broadly classified into two types. They are intrapersonal conflicts and interpersonal conflicts. Intrapersonal conflicts are those which one faces within oneself. Interpersonal conflicts can again be classified into two types. They are intrapersonal group conflict and interpersonal group conflict. Interpersonal group conflicts are the conflicts within the same group or same team members. Interpersonal group conflicts are conflicts between two different groups.

More specifically, the conflicts types in different situations in an organization are: Conflicts within oneself, conflict between two employees, conflict between two teams, conflict between one person and team and conflicts between organizations.

Conflicts within a person can arise due to the difference in decision the person desires to take with the ethics or beliefs that person possesses and actually what action is expected by boss or seniors or management. These conflicts always create stress and puts the employee in the dilemma whether to follow heart or to follow the path which pleases others.

Conflicts between two people arise due to difference of opinion on a particular topic or issue, due to competition or due to personal issues. These types of conflicts are those which are often recognized and referred to in an organization. Usually these conflicts gain attention by the rest of the crowd in the organization as they get chance to gossip (Tjosvold, 1990).

Conflicts of this kind which is due to competition, have a fine line of difference between healthy competition and conflict. If any one of the two involved in this conflict cross that

fine line, the competition turns into conflict. To state a very common example- a situation where two employees with similar capabilities are competing for a new project or assignment. These conflicts are not restricted to a particular level of employees in the organization, they exist at almost every level in the organization. It can exist between two team leads and may also between two managers, typically in the management level as well (Tjosvold, 1990).

Conflicts exist between two teams in every organization. The conflicts between teams can be due to multiple reasons but not often visible. This is because of the structure of the organization and goals set for each group. Depending on the type of the organization, structure teams are inter dependent. If we consider a biscuit manufacturing company, there will be many departments like sales, production, finance and accounting, human resources and marketing teams. Sales team's goal is to promote sales and get feedback from customers, while for production team it is quality and targeting the deadline of production. These teams have different goals and timelines but inter dependent, if there is any delay in production then it effects sales and vice-a-versa because of which conflicts can arise (Lovelace, 2001).

Conflicts between a person and the team

Usually they can be only few scenarios in this type of conflict, but impact is significant in terms of team performance. One scenario can be, a member of a team who always does work with utmost attention and delivers the same with high quality and within the time frame decided, while the rest of the team members are fairly moderate. If the entire team is treated the same, then that one person may go against the team. If that one employee is given much importance then the entire team goes against the person. In

either of the cases conflict arises. Another scenario can be, conflicts between team leader or manager and team members regarding the goals set or appraisal, or when some errors occurred, or there is a financial impact which occurs because of the team. Another scenario can be between manager and direct reporters of manager regarding difference in opinion on management decisions or strategy decisions. These conflicts have huge impact on the teams and are required to be dealt with sensitively (Tjosvold, 1990).

Conflicts between two organizations

These can result if two or more organizations are dependent on each other and there are some hurdles in any one of the organization then all the dependent organizations will have some kind of impact on them. Example, in a scenario where one organization supplies raw materials and another organization manufactures the products and another organization supplies them to consumers or end users, if the manufacturing organization delays production due to some internal problems, then it may effect suppliers and raw material organizations, which may give rise to conflicts. These can also arise due to close competition between two or more organizations. For example Coca – Cola and Pepsi brands have very close competition in the market and their marketing advertisements sometime back were very much evident about the conflicts between the two companies (Bhasin, 2011).

Role of interference of a manager in managing conflicts

It is a general notion that conflicts can be resolved by team leaders or managers, which is not true always. Employees do solve conflicts within themselves at times. Team leaders or managerwho are at people management level should be wise while making decision whether

to intervene in a conflict or not. Usually, team leader or the manager spends around 30% to 40% of their working hours on conflict management. Which means lot of production time is used on conflict management. If team leaders or mangers do not involve in mild conflicts, the team would learn conflict managing skills on their own and enhances confidence of the team. It also helps in building trust on their manager (Myatt, 2012).

Manager should not interfere in each and every discussion happening. This would make the direct report's feel as if they are under constant observation or control, and hence may also feel that the manager is using micro management style. Yet, manager should be easily approachable, incase if an employee wants to speak to the manager on some issue, there should not be any hesitation in the mind of employee. There is always some kind of hint which a manager can usually receive incase of conflict being persistent and employees are not in a situation to solve it among themselves (Myatt, 2012).

If manager can sense some sort of friction in the team, such as few listed below:

1. Change in body language or tone of an employee
2. Change in behavior of employee
3. Reduced productivity
4. More absenteeism of employee
5. Increased stress levels
6. Errors or quality reduction

Change in body language or tone of an employee

Usually, everyone of us have a body language which differs with the different situations we are in (Burgoon, Guerrero, & Floyd, 2016). Especially, facial expressions would explain our state of mind, which does have effect on the body language. When one is happy, it is often shown

with the smile and pleasantness on the face. Similarly, if one is angry with any other person or issue, it is often shown with complete silence or some gesture where in you tend to ignore the world, tend to raise the tone and also show it on the non living things. Though happiness and sadness doesn't have a specific language, it is often sensed and understood easily, of course, identifying the reasons behind it is difficult (Beck, 1979). Any of such signs observed by managers, can be considered a symptom of conflict prevailing and it is time to interfere(Myatt, 2012).

Change in behavior of employee
Any unusual behavioral aspect observed in an employee which is creating hindrance in the team should be taken as a sign of interfering in the conflict. For example, if a submissive person in the teams starts behaving commanding over others in the team including the seniors, this commanding attitude might offend the rest in the team. This is a clear sense of change in behavior (Ivancevich, 1990).

Reduced Productivity
It will be rough estimate of output expected out of a team considering number of resources available in the team. And the same is observed in the team for couple of times, and match it with the estimation done before. Decision is then taken if the estimate made is appropriate or needs modification. And once estimate has been frozen, production below the estimate is something called Reduced productivity. This can be because of multiple reasons of which one can be conflict.

More absenteeism from employee
In a team, if it is observed that one of the team members is frequently being away from work on particular days where there are critical tasks to be performed. If this happens quite often then, it is a signal of some issue prevailing and conflict is present. It implies that the employee is not feeling comfortable to discuss about it upfront to the immediate manager, so it is the manager who should take the initiative to speak to the employee to give the confidence of sorting the issue or conflict (Gupta N, 1979).

Increased Stress Levels
The stress levels in organization increases due to increased workloads, improper managerial styles, improper structuring of organization, no clarity on roles and responsibility segregation and reduced work force etc. The stress levels always have adverse effects on the employees as well as the organization (Newstrom, 1986). Not necessarily, the increase in stress levels of employee is because of conflict between two members but it can also be between employee and work load or managing styles etc. Manager needs to step in those situations to resolve the issue (Manning & Preston, 2003).

Errors or Quality Reduction
Any duplication or reduction in quality of product or service is observed, will give rise to errors and quality reduction of work. If the expected quality of product or service is not maintained there is a huge problem of loss in customer base and trust. That is the reason many organizations stress on review or quality check of the work. In case an employee or team who produce work with required standards, suddenly produce poor quality or commits errors, it is an indication of some sort of conflict prevailing, which needs manager intervention to sort the problem (Frank, 2005).

Conflict Management in an Organization
Conflict Management in organization plays a vital role. There are numerous ways to manage conflict. Conflict management has lot many positive outcome if managed well, else it also has

adverse outcomes too. If Conflicts are managed properly that would result in expected positive outcomes like employee work satisfaction, employee work life balance, increased efficiency, provision to accommodate new projects, building and retaining trust, reduce errors, financial gain, employee retention and overall company or organization's growth (Loretto, 2016).

If an employee wants to solve the conflict without manager's or team leader's interference, then deal with at most attention and sensitivity. Minute details also should not be overlooked. Address the conflict as early as possible. Employee should mentally be prepared to be neutral and calm in the entire resolution process. Let the other employee put across the views first, listen to it carefully. If possible, note down things which you feel needs clarity and ask after the party finishes speaking. Acknowledge while other party is speaking, then ask for any clarity if required in a polite manner and then put across your views clearly. Now that both the parties views are known, develop a solution which would resolve the conflict and share it with other party. Just in case it is going out of hands, there is no harm to ask manager or third party to involve. When more brains are working together on same issue, definitely critical thing takes place and solutions would evolve easily (Greene, 2013).

If manager has to involve in managing conflicts, then conflicts can be managed in the following ways:

To have a professional relationship right from the beginning

It is always good to have a strong professional relationship right from the beginning so that the essence of being part of the team will build. If this is developed in every member of the team,

then it develops strong relationship among team members and also strengthens relationship between team members and immediate manager. It is always good not to get into any sort of office politics in any circumstance. It is very unprofessional to get involved in discussions about a person in their absence, and it is better to avoid these situations. With this practice, one can prevent conflicts from occurring to a maximum extent. With is professional relationship conflicts due to pity issues can be avoided and if conflicts occur due to some major issues, they can be dealt easily (Loretto, 2016).

Should focus on facts

It is very important to focus on the facts. Especially for the one who is trying to resolve the conflict to focus on the facts. The one who is trying to resolve should not let emotions drive the decisions and stay connected to reality. And it is always advisable to speak to both the parties together. He / She should make it clear that both the parties should keep the discussion as crisp as possible along with what they see as facts (Loretto, 2016).

Be a good communicator

Hearing to a conversation does not imply you are listening to it. One who is a good listener is a good communicator. One has to be patient while listening to others which helps in understanding other's perspective. After empathizing the other's perspective it will be easy to address to the concerning issues (Wolvin & Coakley, 1985).

WIIFM Factor

Identifying and understanding "What's In It For Me" (WIIFM) factor of others in a conflict is very critical. This helps in understanding the motivation and objective of the other party's perspective. Usually it is easy to sense the conflict, but to solve it is difficult to understand

the other's perspective. Once the perspective and objective of the parties is known, it is easy to solve the conflict (Myatt, 2012).

"Conflict" an opportunity

It is very important to have a positive attitude towards "Conflict" because every conflict has capability to teach something. When conflict arises in the team that means it is not missing out the great options of being unturned. With conflicts, brain storming happens and best of the better options can be found and implemented (Myatt, 2012).

Conclusion

Conflicts are inevitable to avoid, so from employee's perspective it is essential to build conflict management capabilities to have a successful career and sustainable career. It is the same for employees at people management level to build healthy and sustainable teams. Without which team faces loss of productivity, poor quality of work, unhealthy environment, egos, loss of creativity, loss of cooperation, building barriers (Myatt, 2012).

Conflict can be managed, if there is a desire to do so. It may be done through compromising, accommodating, withdrawal, avoiding, serving above oneself, listening to others, having healthy and professional relationship, accepting others ideas, to understand the feasibility of idea being accommodated or not accommodated and many more ways depending on the situations. Conflict management has impact on many aspects like employee performance, team performance, employee retention, work life balance and organizations performance (Robbins, 2001).

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So, What's the Relationship Between
a Brand Ambassador and the Brand?!

Sanjeev Shukla*

As consumer options increase, and the customer's attention span decreases, the average marketer is grasping at straws trying to figure out the magical formula which will provide a one-size-fits-all solution to problems. That the right celebrity can work wonders, cannot be doubted. Through the 'Khushboo Gujarat Ki' campaign, leveraging Amitabh Bachchan's equity, Gujarat State Tourism managed to successfully get out of the 'Incredible India' clout, registering a growth rate of 12.38% in FY15, almost double the 7% annual national tourism growth rate.

However, this is the 21st century, and in most cases, the relationship between the endorser and the endorsed lasts either till the former is still in favour of the general masses, or till the needs of the latter change.

In fact, chances are, if one were to ask two different people which brand Deepika Padukone endorses, they would get two different answers, depending of course on the kind of consumer set the respondent falls into. Even if one were to increase the set by a couple of people, it is doubtful the answer would be repeated. This is simply because in the cacophony of advertisements that Indian television today is, a single celebrity is ambassador for more than one brand, and most brands tend to keep a selection of said celebrities in their arsenal, subject, of course, to the marketing budget.

How relevant are these celebrities, though, in actually influencing purchase consideration? How to go about identifying & selecting the right celeb and how to leverage in the right manner, for a successful marketing initiative?

While for an established brand, it might be simply be a question of mapping celebrities to a product image or a business need through trial and error within some scope, for a brand which is just setting up it becomes a 'do right the first time, or die' situation. First impressions last, as Micromax would attest to, with its hard-shaken reputation of being a "cheap brand". One ideal option of course is to pull off what Hutch did - rebrand an entire breed of pugs as the "Hutch puppy". But for the less blessed brands, an

* Head-National Marketing India, Hero MotoCorp Ltd.. Currently Pursuing Executive Fellow Programme in Management, in the area of Marketing, at Birla Institute of Management Technology

obvious solution is to tie up with a celebrity endorser, and leverage their goodwill with the consumer to build connect. It works well for some, and not so well for others.

There are, however, some brands which have managed to be so successful with this strategy, that they have permanently inked themselves on the consumer consideration canvas. Having tied up with a popular celebrity relatively early in their career - they have garnered success by riding the wave of their ambassador's popularity and both the endorser and the endorsed never quite looked back.

Take Nike for example: Nike was a rookie when Adidas and Converse were ruling the athletic shoes market in the USA, with the accounting books red with losses. Converse was sponsoring Michael Jordan and team in the NBA, but Jordan had always dreamed of wearing Adidas on court. Nike, though, in endorsementsoffered him what Adidas wouldn't – a unique identity as an ambassador with top money for it.So Michael Jordan signed up with Nike, Air Jordan was born and a historic partnership came into being. A simple decision to take a chance on the new most-likely-to-be-successful guy in the basketball circuit changed the course of Nike as a brand.

Closer to home, when Hyundai entered the Indian market, it was a completely unknown South Korean entity. Maruti Suzuki was reigning supreme, and better known foreign manufacturers such as Ford, GM and Honda had already started a tug of war trying to wrestle some market share. Hyundai did not fall anywhere in the consideration set of the Indian consumer. This is where the decision to partner with Shahrukhcame in,who while still a long way from being truly established,had gained enough recognition post some box office hits. When he told the Indian consumer that Hyundai is here to stay and a Santro was worth buying - they believed him and how!

Today, Shahrukh has come a long way from the four time Filmfare winner Hyundai partnered with,and is now a globally acclaimed superstar - and 16 years since Santro was first launched in the market, Hyundai is the country's second largest manufacturer and largest passenger car exporter giving Maruti Suzuki a run for its money. Both the brand and the actor have grown together. From the Santro to i10 to Xcent, Shahrukh has been right there, riding shotgun throughout the brand's attempt at taking the pole position. The extent to which he feels the shared sense of success, can be judged by him stating he would prefer teaching his son how to drive a stick on their Santro of all the fancy cars it can be assumed they own. And why shouldn't he? The actor's relationship with Hyundai is almost as old as his son.

Talking about long associations, another product whose success storyfollows a similar trajectory is Boost in the malted beverages category. The first in the category to differentiate itself through celebrity endorsements, Boost signed Kapil Dev and the yet-unknown Sachin Tendulkar to endorse the brand. With the tagline, "Boost is the secret of my energy", as the popularity of Mr Tendulkar grew, so did Boost's. Today while Sachin Tendulkar is known as the God of Cricket, Boost has a sizeable place in the market as the third biggest health food drink in India, and despite other cricketers having been brought on board – Sachin remains a staunch endorser of the brand till date.

A point to note here, however,is that the brand-celebrity relationship in the above examples are all long-standing – and came to being at a time when the consumer's media options were very limited. Can these success stories be replicated in today's world?Where customer needs are changing by the minute and one has to read the fine print to see which producta celebrity is endorsing? It hasn't been for the lack of trying, but in the recent years, no brand has quite

managed to establish such a rapport either with a celebrity or with the consumer. In a chorus of established singers, the voice of a singlemusicianhas become quite hard to distinguish.

It therefore, brings us to, not how to use a celebrity in the most effective manner, but what's really the relationship between a brand or a set of brands and the celebrity associated with the same. The How and the What are related. In the process of understanding How, What will get unravelled and vice versa and so on. But, as of now, we shall discuss the What and will come back to How, later. One, a long sustainable & successful journey is about a step at a time; two, there should be something for next time, as well!

Let's look at what's the relationship between a celeb and a brand and explore some of the marketing endeavour, there seem to some common factors in most of the successful endeavours. For global successes to really local success – where one can make one to one connect between the brand and the celebrity- like, Michael Jordan for Nike; Sachin for Boost, Shah Rukh for Hyundai and also Santro, Kapil Dev for Rapidex English Speaking (bajidimaagkighanti?!), Hugh Grant for Micromax and HemaMalini for Kent. Let alone, these commercial products, even a seemingly rustic, totally prosaic, commodity medicinal thing like Polio drops has sure blazed a trail in this aspect of use of a celeb. So, what are those common factors amongst these brand, which are as different as chalk & cheese?!

Some explicit & interesting common factors that emerge are: Unknown or not-so-known brands; not-at-the-very-peak Celebs. Also, most of these relationships have gone for reasonably long.

So, it isn't just, as we know now, global brands like Nike or – now – well -known brands in India, like Hyundai Santro, but small brands like Rapidex, Boost and Kent. Also, there's a brand that grew to be reasonably big, viz., Micromax and that outlier, Polio Drops. So, the short of the long story, the essence of what we are jamming about, is what the evidence of which we have seen in various success stories in various talent shows, too. That, young, sometimes not-so-finished talents are groomed towards real success, by these brand ambassadors.

So, if the corporate/ corporate brand is the Mother(brand), the brand manager is the Custodian, what's the relationship the Celebs, the brand endorsers have with the brand/s? Clearly, these celebs, particularly in cases where wecan perhaps recall top-of-mind and /or can see one-to-one relationships, are the Gurus, the Mentors!

Here it is, then. Everything else - like, product quality, the mother brand equity, the organisational support behind the brand, the sales & marketing plan behind the brand, et. al. - being at threshold level, the successful relationship between the brand ambassador and the brand have been the ones, where the Celeb has been the Mentor. These celebs have helped the organisations and its team to bring the brands to the market, held their fingers, so to say, and have mentored the brand towards growth. At the same time, what's indeed interesting is that, very much like in a Guru-Shishya relationship, many of these brands have grown up to actually add some shine back to the Celebs themselves…So, should I say, QED!

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An Empirical Analysis of Level of Comfort with Foreign Cultures in Multinational Firms

Dr. Vijesh Jain*

Introduction

Multi cultural workplaces in multinational enterprises (MNEs) have been found to be the providers of the best team performance levels. Most multinational firms focus on strategies to bring cultural diversity in work teams at multinational workplaces to improve performance. However cultural diversity at MNE workplaces poses new challenges which may relate to friction and discomfort among diverse cultures of different national origins. This conflict may be more pronounced during interaction of team members of the local cultures with the team members originating from foreign cultures.

This calls for management of multicultural workforces by the team managers in ways to reduce such friction, which should improve cultural comfort among team members. In order to do that effectively and to smoothly face day to day cultural glitches of managing such teams, it becomes imperative to understand the structure and process of cross cultural comfort among team members and also to identify the variables which predominantly define this possibly varying 'level of comfort'.

Objective of research is to understand the dynamics of this 'level of comfort' among multicultural team members in international teams working in MNEs. A related objective is also to identify observed and latent variables which have bearing on such 'level of comfort'. The hypothesis for the research study were as follows:

- Ho1: There is no evidence of existence of any 'observed or latent variables' which may describe the variation of 'level of comfort'.
- Ho2: The 'level of comfort' of local cultures with foreign cultures does not vary from country to country.
- Ho3: The 'level of comfort' of local cultures with culturally different persons does not vary from one city to another city within a nation.
- Ho4 : There is no evidence of existence of any 'control variable' other than 'country' or 'city' which can describe the variation of 'level of comfort'.

* Professor and Chair, of International Business and Economics, at Institute of Technology and Science, Ghaziabad.

Theoretical basis

The 'level of comfort' in the current research refers to relative ease and smoothness of working positively among different cultural groups in international teams. Such ease of working and positivity may come from several inherent factors and dimensions which may vary from one culture to another. Current study is specially focused on understanding this variation in 'level of comfort' between 'local dominant cultural groups' with 'foreign cultural groups' at multinational workplaces. The study also identifies the role of different observed and latent factors having a bearing on this variation of 'level of comfort'. Further the study also attempts to identify certain control variables which significantly impact this variation. Study also describes the significance of the effect of these new control variables on the 'level of comfort'.

Methodology

At the beginning of the research, author has defined a set of possible control variables such as country of residence, city of residence, income group, age group, education level. However main focus of the study remains on the major control variable i.e 'country'.

In the second step, the study used a three part empirical research to hunt for a viable model for scoring countries on CFC dimension. In the first part, study identified a theoretical framework of level of comfort of local cultures with foreign cultures (CFC) using a plethora of secondary published information available for a set of identified and representative countries. Using this published information as empirical data; author has scored these countries on the CFC with the help of this theoretical model which is obtained as a result of several brain storming sessions among cross cultural experts using Delphi technique. From this theoretical framework, current study is able to obtain 'preliminary results' which indicate that level of comfort with foreign cultures does vary from country to country. This part of the study is also able to rank the countries under study in terms of their level of comfort with foreign result and required a deeper research.

In the second part of step 2, in order to further confirm these findings and to identify the specific observed and latent factors affecting the intra group comfort level using primary data, a questionnaire based quantitative study is done first as pilot study and then as a comprehensive study on a set of 9 countries. The research methodology of this study was primarily a two parts methodology involving – 1) devising a survey instrument; 2) exploratory factor analysis. The pilot study, which was done based on responses from 9 countries namely, US, India, China, Brazil, Portugal, Kenya, Sweden, U.K. and Italy, shows that level of comfort of local cultures with foreign cultures in MNE work places, varies from country to country. This pilot study also validates the survey instrument (devised using Delphi sessions which also identified observed variables which helped frame a structured set of questions). Pilot study identified latent variables affecting such comfort level in work teams of multinational firms using exploratory factor analysis. In this study data reliability, questionnaire validity were tested using appropriate statistical techniques such as using 'Standardized Cronbach Alpha Coefficient' for internal consistency of the questionnaire

as elaborated in the thesis. McDonald Omega was used to test repeatability and generalizability of the test questions, Greater Lower Bound (glb) value was calculated for testing reliability of the data. EFA employed factor analysis using maximum likelihood method to extract factors. The criterion of Kaiser (eigenvalue>0.3) was used to determine the number of factors derived from factor analysis. An orthogonal rotation (in this case Varimax) was used to improve the explanatory ability of the factors derived using factor analysis. However this part of the study involved a smaller pilot set of data.

In the third part, a comprehensive study with a larger sample size (835), was done on three countries namely – India, Portugal and Italy further which confirmed such differences among these three countries. In this part both EFA and CFA was done to closely study the CFC model. CFA was done using 'Structured Equation Modeling' technique. SEM helped the author to fine tune the CFC model by eliminating a few variables depicting observational errors. The control variable predominantly used here was 'country'. However other control variables like educational level, age group, Income levels and gender were also studied.

In the fourth part of the research an intra country comprehensive study was done on above 3 countries to study the 'Level of Comfort' with culturally different others in multicultural teams in large companies. The control variable predominantly studied was 'city' here. It also helped to verify if these comfort level differences can be assumed as negligible in intra country sub cultures where data from different cities of individual country is analyzed using an overall sample size of 1265 responses. The study shows that intra country city wise cross cultural comfort does not vary significantly among different cities within each of the three countries studied. However there are other control variables like income group, educational level, age group which have significant impact on intra country sub cultural differences.

The study further estimates CFC scores for three countries using comprehensive study data, while

Table 1: Final Parameters and Weight Allocation (preliminary CFC model)

Sings	Parameters	Weights
MS	Effect of Multicultural Society: Effect of society not being substantially multi cultural	10%
NR	Impact of Native's Response: Adverse response of a common native to a foreigner	20%
BC	Impact of Bureaucracy: Unfavourable impact of bureaucratic setup to the comfort of a foreigner	10%
IP	Effect of Immigrant Population: Effect of non existence of substantial immigrant population in the country	5%
RM	Effect of Racism (based on skin color)	15%
GA	Government's Attitude towards Immigrants: Effect of unfavourable attitude of the state towards entry of foreigners (policy making)	10%
RT	Effect of Religious Tolerance: Effect of religious intolerance in the society	15%
EA	Impact of business owner's attitude: Adverse business owner's attitude towards foreign workers or business partners	15%

listing out conclusions and recommendations.

Findings and Conclusions

Above three parts methodology provided us both a theoretical CFC Model (Table 1) and empirical CFC model (table 2) to score different countries on this cultural dimension.

Using these models some interesting findings were obtained. Using the theoretical model and empirical model a sample set of countries were scored and ranked in order of their level of comfort with foreign cultures. Both models gave starkly similar results as can be seen in the following table:

Table 2: CFC model as resulted of Delphi sessions and Exploratory Factor Analysis (EFA)

PART 1 (General Sub - scales)

S1: Seeing Benefits in Cross Cultures

S2: Willingness to Socialize with foreigners

S3: Agreeing to equal status to world cultures

S4: Level of Personal Comfort

S5: Willingness to Explore Foreign Cultures

S6: Positive views about Globalization

S7: Favorable impact of Religion

S8: Positive attitude of society towards foreigners

S9: How liberal is the society?

S10: Willingness to use foreign products

S11: Ease of understandin g

PART 2: (Conditional Sub - scales)

ST1: Stereotype- Hi gher Income Group Views

ST2: Stereotype- Lower Income Grou p Views

ST3: Stereotype-Men's Views

ST4: Stereotype- Women's Views

ST5: Stereotype- Situational Discrimination

Above results were aptly confirmed in the 3rd part of the study the results of which matched with the results of both part 1 and part 2 of the study. In the third part of the study the sample size was larger and the countries were only three – Indian, Portugal and Italy. Based on the final CFC model and pictorial mapping, CFC scores were calculated as given in table 4 below.

Table 4: CFC scores based on 3 country comprehensive study

CFC Scores	India	Italy	Portugal
General Scores	56	67	71
Stereotype Scores	55	40	44
Composite Scores	56	64	68

Future Scope of the Study

The current research opens opportunities for research in following areas:

1. Study of impact of other 'control variables' like educational level, income level, age group on 'level of comfort' among multicultural employees representing intra country sub cultural differences.
2. Further investigation into 'level of comfort' of local cultures with foreign cultures coming from specific national origins.
3. A study can be done on the 'Ease of Work' Global Index which can be useful for team leasers to management multicultural teams in MNEs
4. There is a possibility to further study the relationship between the concept of Cultural Distance and 'Level of comfort' which can open new avenues to the idea of CFC.

Management Thought

Rajeev Anand,
Vice Chairman & Managing Director,
Good Year India Limited.

Good Year India Limited has been one of the India's leading tire's companies since 2009 and the man behind this enormous success of the organization is none other than Mr. Rajeev Anand. In his prestigious career spanning over 34 years with Good, he has held prime positions as Operations Director of India, Manufacturing Director Asia and India, now the Vice Chairman & Managing Director, India. Exceptional in discerning business opportunities he has displayed true entrepreneurial spirit by taking the organization to greater heights with each endeavors undertaken by him. With a congenial personality and disciplined approach to life, his vision is to make Good Year a stronger and even more larger company in India giving back value to its customers and stakeholders.

This is an excerpt from the interactive session held in BIMTECH between Mr. Rajeev Anand and the students of BIMTECH, which throws light to the

What does an Industry expect out of a fresh post graduate student?
When a new comers enter an organization first 6 months or so goes into knowing the organization through some orientation program, eventually the expectations start increasing. Because most of the people coming with your background, they enter at a certain level in the organization, which is generally equivalent to the position of a middle manager. So by the end of a year the expectation is that the person with this background, knowledge, learning education and one year training he or she should be able to stand up, run and deliver. Then it is all in your hands. And I would suggest that you should always deliver a little extra than what you are expected to. In this way you are trying to convey a message to the management in a very subtle way that, 'within my peer group I am a cut better'. So when an opportunity comes you are the already recognized for your extra work, so you become their first choice.

Should working people take a break and opt for MBA or Post Graduation or just continue to work?

To answer this question let me give you my background first. I am a pure simple diploma engineer. I have not done any MBA, or any other degrees. I have been in one company, Good

Year, which I joined in 1981 as a management trainee from the college and made my way up to the level of managing director and vice chairman, which was about 8 years ago, so when I was 48 years old I became managing director, So if I can make it without any degrees, anybody can make it. This is the rule.

If there is an event that has happen if there is an achievement that has taken place, if someone has crossed a barrier, you can do it. Because there is an example, so take it from there. Now the question is, if somebody has done it that means you can do it but why would you do it. For doing something or achieving anything is life, you have to have a desire that I also want to do it. But behind the desire what is the compulsion, her kaam ko karne ke liye, kisi bhi topic ko ya kisi bhi goal ko achieve karne ke liye, ek compulsive force honi zaruri hai. To achieve any goal it is necessary to have a compulsive force. For example, all the students here might have had a reason, a compulsive force that in that made them join BIMTECH.

Comments from students:
1.   In order to switch from core technical profile being b-tech graduates it was required to opt for MBA as that is was industry is looking for.

Reply: Industry doesn't really expect an MBA, what industry expects in a nutshell is industry expects smart people who are creative, who are innovative, who can think differently, who can think out of the box, who can find solutions, industry looks for that, they don't look for people with MBA's or engineers or big time people with degrees. If a person cannot be creative he cannot think differently, he cannot solve problems, he or she cannot work along in a collaborative form, handle complexities (these are the buzz words these days)

2.   MBA is that one thing that helps you reach the senior level or management level comparatively faster, than graduation.

Reply: This is again a myth. Because what your faculties are teaching you today in this college is the base. They are giving you the knowledge to rationalize. They are giving you the sense of logic. They are telling you how to analyze the situation. But end of the day once you are out of this college you have to learn to apply that knowledge. So what takes you to the top is the application and execution, not the degree. So if you want to get entry into an organization, degree will help you, but sustaining, growth, reaching to the top, is the journey which you will start from the day you join an organization. Nothing comes automatically, nothing happens just because somebody is a degree holder.

That are you looking for, from an MBA student?
I am looking for the value a person brings on the table for me, market value, because that market value which you bring on the table to me, decides your price to me, I pay you according to the value you bring on the table to me. So the more value you bring on the table the more I pay you, when I say more I pay you means, you grow, earn more, you get more elevation in the organization. More accountability, more responsibility, more money, but it is all directed linked to the market value you bring to the organization. So instead of focusing on how do I grow, where do I reach how will I get to the top. The message I want to give is, 'don't try to manage the outcome'. Your compulsion to do MBA is to get a certain fruit. I would have been more happy you all of you would have told that 'we have joined this institute to improve my ability to rationalize, my ability to analyze, my ability to understand the logic, my ability to apply this knowledge'. Because if I am doing everything right, necessarily the outcome will be

as desired. (Aisa kabhi hota hai ki aapka action aur outcome matching nai ho). This a very similar theory of managing stress

How to manage stress?

Stress is a condition, it is an outcome it is not a process. So if I am trying to manage or control stress that mean I am trying to control outcome, which cannot be done, hence why to waste time in controlling stress. If your actions are not correct stress will happen. So try to come back to you action, what can you do to control stress. Now stress is directly proportionate to pressure. Pressure is of two types – internal pressure or external pressure. External pressure is generally the environment pressure, which could come from the market, it could come from family, and it could come from your friend circle. It could come due to numerous reasons. 90 percent of those reasons are caused by some external situation which is again not in your direct control. To an extent you can moderate or avoid but you can't control it. The second is internal pressure, which is your our thinking, this is in your control. Your mind body soul coordination is in your control. So you can very well manage you internal pressure. What we do is we try to spend most of our energy in controlling stress which is wrong, so let us stop it. Then the second highest time and energy we spend in controlling the external factor, which is again not manageable. We can't do it so let's avoid it. So let us spend that rest of the time in controlling your internal stress, which is self-generated. Which is in your control. If you're able to control that, then there are chances that your pressure will reduce. So instead of controlling stress or managing stress what you can do is control your internal pressure. So the bottom line is you can actually live a completely stress free life if you want to if you learn to control your internal pressure. And in order to control the internal pressure you need to improve your resilience. For improving you resilience you need to improve yourself, rather than improving your performance. You need to multiply your skills. You need to be innovative and creative that is one and two you have to learn to manage complexities, be a balance star and "agile". These are some of the characteristics required to be successful in today's world. And top post of all is believing in your own self. Make sure that you continuously build on your own confidence. Once you build you confidence, bring your convictions together, and believe in yourself, there is no stopping you.

GOONJ: Empowering the Helpless

Case Study (Working)

Veenu Sharma*

Introduction

A dominant part of India's 35 percent population which falls underneath the poverty line lives in towns.Living, for this population,is a day by day fight for survival, as every day starts with a new battle for regular necessities like garments, medicines, cooking utensils, textbooks and so forth. The unavoidable requirement for a piece of cloth by one member of thefamily can bring monetary emergency for the entirefamily. Adjusting the need may include surrendering some other need or entering the endless loop of obligation by borrowing at extreme rates from the moneylender.

On the other hand are the urban rich, the well off, immoderate, population. Another shirt in the well-off family is only a small expansion to the closet. Yet in the rural India, that shirt can keep a family from eating, extend a cycle of responsibility, or prevent a youngster from going to class.

Unlike in US where organizations like Goodwill, Salvation Army and other thrift stores that help poor with their clothing requirement, India has neither the ethos nor the machinery to exchange material abundance to the poor who urgently require it. Donations in India have quite often been disaster driven. Indeed, even in these donations, value of the material gathered, is a major component in decreasing the quality expansion of giving. For contributors, giving their old stuffs is to a great extent a careless demonstration of value for money: giving old garments away is nothing more than dumping trash. Frequently the garments and merchandise they give are damaged and unrecoverable.

At the same time, collection agenciesdo not have the expertise, equipment or the required will to understand the demand of the end users. Hence, they do not get appropriate donations that are in sync with the needy. As a result the efforts done by the donations agencies go in vain. Moreover, lack of transparency increases their obstructions. Constant reports of fraud among the collection

agencies and absence of responsibility has also made a general feeling of doubt among the donors. Further, there is no authentic arrangement of supported gathering and distribution that willingdonors can depend on.

In midst of many donations agencies, came up a new dawn called Goonj, with a will to change the current perception about donation. With a zeal and enthuse, an ordinary man took it upon himself to make things right in his own way.

The Ideation
In 1998, a man quit his job and started an organisation with a dream to serve from those in need. His will came from is an eye opening experience that taught him more than he ever learnt.In a reality struck journey to Uttarkashi in 1991, where he contributed to the relief and rescue work after an earthquake hit that place, he realised that piles of clothesthat came as donation to the people of that area, were rotting with no one to use it. He notice that public contribution was not matching the needs of people, as he observed that clothing donation was the norm in the face of a natural disaster, the question arises that'where are disaster stricken people expected to keep their new, donated outfits when they don't even have a home to go to?'Thus, the challenge was not in acquiring donations but allocating appropriate goods to the people affected by calamity.Now the extend question was:Are disasters the only time when people need clothes?

What he saw in those calamity affected areas, left a mark on his mind. He didn't leave his experience behind, rather pursued its insights further. In the mid 90's, as a journalist, on a December night he was accompanying a Hibab, 'body collector' to KhooniDarwaza in Delhi, whose job was to collect unidentified dead

bodies or that of homeless persons in Old Delhi. He noticed that the body this Hibab collected had a thin cloth on him and he seemed to have died of cold. It was this particular incidence that will that he was lacking to pursue his dream. He realised that of all the human rights clothes, a necessity for survival was most under estimated.He gained insights into the matter and learnt that on an average 4 times more bodies were collected during winters as compared to other parts of the year; many poor and homeless people were dying because of a lack of protection from the cold. Yet clothing was still viewed as a disaster relief item and not a year round basic need like food or shelter.

What privileged people take for granted are the three basic needs for survival that more than a billion people across the globe are deprived of – "Food, shelter and clothing,". However, while there are seemingly endless organizations offering food and shelter—as well as hundreds of organizations focusing on everything from global warming to domestic violence to education—the need for clothing is often overshadowed.

Keeping this in mind, Anshu Gupta tried to restore dignity to those receiving charity, by using donations to facilitate an economic bridge between the rich and the poor. And created a social enterprise that could bring the difference **"GOONJ a voice …..an effort".**

GOONJ, the non-governmental organization believes, that the waste of materialism in the city can not only fulfil the needs of the poor in the rural India, but can do much beyond that. They are putting everything, their physical, mental and spiritual being, to bring a change through cloth contribution along with many other underutilised household items towards those

who really are in need of it. GOONJ is using this material not only to restore the dignity of village communities but also as a tool to empower individuals and the rural India.

The Person

Being eldest among the four siblings of a middle-class family in Dehradun, Anshu learned the hardships of life much sooner than other.He was 14 when Anshu lost his father to a heart attack and since then he knew the value of everything. He learnt to make the optimal use of scanty resources available and became the money manager of the house. He took all the responsibilities hand in hand with his mother to fulfil the needs of his family.His early maturity taught him a very important lesson of self-reliance.

In the end of his 12th standard he met with a near-fatal accident which got him bet ridden for a year. However, this time of confinement was also a very long and enlightening duration of introspection and reading. He knew his mother needed him and although he was not in a condition to help physically he contributed to the financial requirements of the house by contributing written articles in Hindi newspaper.12th standard being boards is considered the most crucial year of a student's life which determines his future. He was determined to appear for his final exams despite of doctors' concern. He not only got out of bed against the suggestions of the doctor but also went for exams without a crutch to avoid the look of pity in others' eyes. That was one thing he never wanted – pity.

A masters in economics followed by double major in journalism and mass communications took him to Delhi and widened his horizons. During his graduation he travelled to Uttarkashi in 1991, to help in relief effort after a cataclysmic

earthquake had hit the region. This was his first real exposure to the scale of problems of India's rural masses. The sense of shock stayed with him as he finished his education and got a secure government job and then moved to the corporate sector. Eventually, the need to do something and the slow germination of the idea of GOONJ over the years became too strong to resist. He left his job with an Indian MNC in 1998 and with the full support and partnership of his wife and other friends he started GOONJ.

Apart Goonj, for which he and his wife work full time he also has a passion for photography. While travelling across country for his work, his experienced are captured in his camera. This pictures not only serve as an inspiration to him and his team but also to the world. These photographs are displayed at various forums including collection sites and act as powerful documentaries of the desperate need of millions and the magic of giving.

GOONJ Model

GOONJ is an organization that works towards a shift of mind set. From the Donors Pride in giving old clothes as donations to the Receivers Dignity in receiving clothes that are really needed. GOONJ does more than just providing a space for donors to give; they allocate clothing according to the needs of the receiver. Donors take pride in giving away clothing but in reality they are unconsciously passing on discarded articles without considering where they end up. For example the urban poor and average rural poor have very different clothing requirements; the average waist line of an urban male is about 34 inches but the average rural Indian male has a 26 inch waistline. GOONJ addresses this gap, recognizes that every individual's clothing needs are different and aim to distribute articles that match the needs of every person.

Under Anshu's leadership, GOONJ has expanded into a nationwide movement that now acts in 21 states of India, shipping over 70,000 kgs of material a month. Through its programs, GOONJ has sparked a paradigm-shift in the mind set and methodology of community service in India.

While building a bridge and creating a bond between two extreme segments, the intangible impact GOONJ has brought, is beyond routine classroom teaching. GOONJ's processing centerexposed a new world of recycling and reusing which discovered that even a tiny pencil can make a world of difference in someone's life which leaves lasting impressions.

Anshu's strategy is a combination of streamlined systems of logistics management, public education, demand-specific sourcing and creative collaboration with other citizen groups. To launch GOONJ, Anshu decided to focus on clothes as an effective entry-point for his mission. Clothes are essential, yet often unaffordable for the poor, and donating old clothes is an activity familiar to Indians. Anshu initiated Vastradaan, a nationwide ongoing clothes donation movement to familiarize donors with the concept of conscious and sustained giving as a response to this problem.

Sourcing and collection of materials is done at community hubs like residents' associations, schools, corporate organizations and community centers. Collection drives are usually theme-based and tailored to meet specific demand: for instance, pre-winter months see campaigns for woolen blankets to be sent to snowline villages; or a drive may be held exclusively for children's clothes. The theme-based nature of the drives connects the donor to the end-user: giving is no longer random and directed to some vague, unspecified target audience.

Besides these regular drives, there are 35 collection centers in Delhi and other Indian metropolitan areas. Collection drives are also used as opportunities for educating the public about good practices in donation. For example, donors are instructed to knot together the two shoes in a pair so that it remains a true pair. Frequently, at the collection venue itself, GOONJ volunteers keep a heap of clothes and shoes—torn, irredeemably stained, unpaired or in other ways unusable, to illustrate what not to give. GOONJ audits the material that is collected and all collections are taken to a GOONJ center where they are washed, sorted, repaired and readied for use. Attention to detail checking that garments requiring waist drawstrings have these, shoes are properly paired, shirts are not missing buttons etc. without avoiding wastage and ensuring full utility. Thus, by the time a piece of clothing is finally shipped off to the end-user it has undergone several value additions, it is clean, neat, and heading towards a person who needs it. Whenever very new items or very valuable ones enter the stream, they are put aside in order to avoid inequities among recipients and, more important, to contribute to weddings and other events for which the rural poor often go into deep debt. Because it is not feasible to charge even a token amount for the clothing, Anshu has introduced a "clothes-for-work" concept that makes families eligible for receiving clothes and other goods by participating in community development activities sponsored by the local partners.

Distribution is designed to strengthen the role of local partners that GOONJ works with to have national spread. Through these organizations GOONJ is operating in 14 Indian states. In order to maintain the integrity of the process, these organizations are carefully selected on the basis of stringent reference checks. Partners are responsible for collecting data and determining

specific needs of the target communities in their areas. When a consignment finally reaches the target community, records of receipt—both visual (photographs, videos) and signatures or thumbprints of recipients—are sent back to GOONJ and are available to donors.

Anshu's strength lies in creatively finding and engaging new partners for all aspects of GOONJ's work. The volunteers in GOONJ's collection drives include several working professionals who joined Goonj after participating in a local collection drive. Several corporations support GOONJ by organizing collection drives on their premises and bringing their regional offices into the net. Anshu's excellent negotiation skills have resulted in some cost-cutting coups like rock-bottom transportation fees from long-distance carriers and procurement of jute bags for packing from grain merchants. Recently, Anshu has identified garment exporters who possess extensive surplus stocks as a resource he plans to tap. Most of his local partners are Citizen Sector organizations. Anshu has even collaborated with an army regiment to send woolens and blankets to inaccessible villages in Kashmir.

Other than clothing, another program GOONJ's School-to-School Initiative is also very successful. The lack of stationery, bags, and uniforms is a major deterrent to attending school for poor, rural children. Affluent city kids, by contrast, discard barely-used uniforms, pens and exercise books. Anshu is encouraging schools in Delhi to hold end-of-term drives for schools supplies and uniforms, which will then go to rural schools. On an average, an urban school with about 2000 students can support 4 to 5 rural schools. The program has been implemented in many cities and 2000 children have been benefited so far.

Through his work on clothes, Anshu has been able to provide clean cloth for sanitary napkins, a very basic but most neglected need of poor women. In a scenario where millions are spent on reproductive health and mother care, the use of dirty cloth becomes a hotbed for many diseases. Anshu is offering a simple and practical solution in terms of clean sanitized cloth strips to be used as sanitary napkins by the village women. These napkins are made from donated cloth that is completely unwearable.

For the last eight years GOONJ has played an active role in reaching relief material at the time of any major disaster across India. Having worked on earthquakes, floods, cyclone, GOONJ took up the pioneering projects of turning the rejected cloth into a resource for the needy people of India.

The Community

The impact stories from GOONJ employees, volunteers, donors and recipients are centred on a theme of community. Anshu Gupta, founder of GOONJ believes, the citizens make up the society and it is in their hands to make a better change. GOONJ's entire history and success is rooted in cloth. But after going through the various statements given by their employees, volunteers, donors and recipients, we found that the cloth is the only beginning. Actually, GOONJ not only gives cloth. GOONJ inspires **"the community"**.

Employees Experiences in their Own Words

"GOONJ gives me *RESPECT*".
Eight years ago, Ram Kumari came from Nepal to Delhi with my young son. She had nothing but the clothes on my back and hope for a better life. Anshu provided clothes, money, and the chance to work for GOONJ at the cloth processing

facility. Her co-workers are her family, as she has earned so much respect and had realization of the pain because of helplessness. GOONJ has given meaning to her life.

She said, *"If GOONJ were not in my life, I would prefer to die".*

"GOONJ gives me *FREEDOM*".
Anita grew up in Bihar and moved to Delhi 16 years ago with his husband and two children. She started working for GOONJ eight years ago through the generosity of Anshu. She has done every job in the processing center, with the exception of stitching, and enjoyed her a lot. As his husband won't have any regular work, her job gives her an opportunity to fulfil many financial responsibilities. She feel herself fortunate to have paid for her daughter's wedding with the money she earned at GOONJ. She mentioned that general people perception for GOONJ is that, it dealt with second hand goods; now, they see the benefits of working for this organization and ask me how they can get involved.

"GOONJ gives me *SECURITY*"
Jhamila have been at GOONJ for two years. She feel herself fortunate to be associated with GOONJ as the best part of working at GOONJ is the family aspect. The day is spent well. She enjoy cutting the cloth into patterns for sewing, and the camaraderie.

She mentioned, At GOONJ, women find security - if they need help, financially or emotionally, they will find it here.

"GOONJ gives me *CONFIDENCE*"
Apurva joined GOONJ for his internship but after doing a lot of research. The sanitary napkin initiative is what most impressed him. He was very touched that someone even thought about

this - something so basic, that the people who live in cities don't even think about on a daily basis, but something that is a part of every girl. This internship is one hell of an experience for him. He felt so strongly about the cause that he was ready to leave his studies and start working for GOONJ.

He mentioned that he found a true leader in himself which he hopes to be like one day. Every day, I find more self-confidence.

"GOONJ gives me *PERSPECTIVE*".
Kartavya first became aware of GOONJ through National Service Scheme (NSS) club fairs. He came to work in Delhi for a two-week long volunteer effort, because he thought the organization is pretty awesome and volunteering at GOONJ provides character building. He was very keen to see how an otherwise unusable, torn pair of jeans can be made into something beautiful that also reuses the material.

He mentioned, GOONJ is a great initiative and something we need very much to lift up people in rural India. Working with GOONJ has been a great experience and has provided me with a new perspective on life.

"GOONJ gives me *FULFILMENT*".
Usha have been working with GOONJ since its inception, and the experience has provided her fulfilment as a human being and education beyond any university. She feel proud to support GOONJ's unique program of meeting this basic need. GOONJ motivates communities in rural India to participate in development projects, to show them the path to a better life while learning to live together for each other.

She mentioned, GOONJ is not just giving materials; they are inspiring faith in humanity.

"GOONJ gives me a **HIGHER STANDARD**"
Through the Cloth for Work program, 500 people from our village spent a day building a community gathering spot around our temple. For the work we did, GOONJ provided clothes to our families and tools for farming. GOONJ keeps coming, year after year, whenever there is a project need in our community. We used to eat the food that now only our goats eat. We are living at a higher standard through farming and the use of resources we would have otherwise spent on clothing our families.

"GOONJ gives me **PRIDE**"
Devi, after the death of his husband, was unemployed with no way of supporting his family. She began making sujnis for GOONJ and saved enough money to open a small shop in my village. Her shop has been open for one month, and she feel proud to be supporting two boys and one girl with her business.

She mentioned, "We all wear clothes we received through GOONJ's Cloth for Work program".

Similarly, there were many other experiences which GOONJ has given to his employees, volunteers, donors and recipients. As this is a working case, we will do the complete content analysis of all the information and expression of GOONJ's volunteers and recipients.

Goonj is not just an organization, it is a thought, a way of life, it is what change is all about.

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- *http://india.ashoka.org/fellow/anshu-gupta*

The Sleep Revolution:Transforming Your Life One Night At a Time

Book Review

Reviewed By: Abhijeet Lele*

Sleep is a phenomenon which rejuvenates human machine and provides capability to carry out tasks throughout the day. However, in modern world, sleep has become a commodity which can be traded for carrying out other activities which reduce the fear of missing out from social world. Therefore, it has become a cultural norm to consider sleep deprivation as an essential ingredient to achieve success. In this book, Arianna Huffington, the founder of Huffington Post emphasizes on the importance of healthy sleep and how it can influence productivity of human beings. "the sleep revolution" is an attempt to illustrate that no matter the constraints, whether a tiny crowded apartment or a crowded work schedule, sleep is fundamental to human need that must be respected. However, it has become general understanding that overwork coupled with burnout is necessary to show the society that we are working very hard to succeed.

This book is divided in two parts. First part named as "wake up call" focuses on dangerous consequences that lack of sleep has brought to mankind and various disorders associated with it. It also illustrates how industries have been built around sleep deprivation. This section also talks about scientific reasons on why we sleep? It also enumerates four stages of sleep cycles viz. transitional stage, slightly depper stage, delta sleep stage, rapid eye movement (REM) sleep stage. These stages are result of thorough analysis done by sleep researchers. Second part of book termed "the way forward" illustrates methods that we can use to master our sleep. It also mentions methods that corporate executives can adopt to avoid jet legs, tiredness due to exhaustive work and travel schedule.

Sleep is our most underrated habit. People consider sleep as waste of time. However, it is not waste of time, it is the time of intense neurological activity- a rich time of renewal, memory consolidation, brain and neurochemical cleansing and cognitive maintenance. For an adult a sleep of seven hours is must. Anything under seven hours and not only your

* Pursuing Fellowship Programme in Management, in the area of Human Resources and Organizational Behaviour, at Birla Institute of Management Technology

productivity will suffer but it will also lead to various health disorders. Hence, it is essential to have right amount of sleep before starting your day. On an average, adults need continuous sound sleep ranging from 7 hours to 9 hours.

Sleep is a key to mental health. It is high time to understand that culture of caffeine cannot compensate for lack of sleep. We do have time to sleep, we just choose not to. Sleep is like food, it is necessary and should be cherished. However, as capitalism has no use for sleep, we think that it can be reduced by few hours. Given an option to choose two from three alternatives viz: social life, money and sleep; people happily choose money and social life leaving sleep as a redundant phenomenon. In a world in which silence and stillness are becoming increasingly rare, sleep for some has become almost a form of cultural resistance.

Through this book, author described prevalent theories on why we sleep? First theory termed as "inactivity theory" propounds that our inactivity during sleep allowed our ancestors to hide quietly and go unnoticed by predators. Second theory called "energy conservation theory" suggest that by putting our bodies into slower metabolic state we reduced the requirement for number of calories. This was to save mankind from hunting more food by adapting bodies to run on lesser food. Third theory is called as "restorative theory". According to this theory sleep is a way of restoring resources we use during the day. Last theory termed as "brain plasticity theory" suggests that sleep is a function of development and ongoing maintenance of brain itself and not of whole body. As brain consumes majority of energy requirement of human body, it needs maintenance during this period.

Researchers have shown that lack of sleep impairs our cognitive ability to learn, emotional balance and may even lead to health problems like high blood pressure and obesity. The problem is that our relationship with our digital devices is still in the honeymoon phase where we just can't get enough of each other. We are not at the stage where we are comfortable being apart from our mobiles and laptops for few hours. Therefore, sleep in society is seen as the enemy of fun and productivity. But at the end we should understand that sleep is the best and most generous gift that we can give to ourselves. Our first sleep teachers are elders in family and hence, we need to rethink sleep as a core family value, then only society will inculcate habit of giving importance to sleep over money and social life.

"My FPM Journey"
Be Passionate, Positive, and Persevere

Veenu Sharma*

How frequently do one feel blessed? Lucky, not because one has won a lottery or purchased a house but because something happened in their lives which is not only significant but will also leave some kind of effect in the lives of others. The journey of my life took a positive turn four years ago when I met a Professor who discussed his life, career and his passion to research and write. I was fascinated and aspired by his zeal to research and write, and his readiness to help early career researchers like me. Since then there is no look back.

My journey of completing a Fellow Program in Management, is a story full of challenges, excitement, hardships and leaning. I recently earned my Fellowship and last four years were regular felt long and rigorous; especially the most recent one which demanded – logical, physical and emotional efforts all at the same time. Luckily I was blessed with good work environment and companion who kept me motivated and happy.

My Journey as a researcher made me realize that doing research is not for faint-hearted. One need a level of knowledge, determination, persistence, strength and stamina. The determination to become one with your topic of study during your research years will eventually give you a compelling and coherent story.

During this four years of my research there were times when I asked myself why am I doing research? What made me board this voyage of steady difficulties? Why have I permitted MS Word and printed papers to become such a major some part of my life? Why? And, yes I am sure, I am not by any means the only doctoral student who posed these questions at some phase amid her voyage. Yet the response to this inquiry is easier than I expected. I did it because it gave me gratification. The joy of being selected for the program, writing my first paper, presenting my study on National and International platform, etc. all became special moments of my life journey.

*Research Associate and Fellow, in the area of Marketing, at Birla Institute of Management and Technology, Greater Noida.

Yes, I felt glad and indebted that I could simply share my experience, my vision, and the results of my work with others. The process helped me realized that, that there is always a bigger picture behind your small limited piece of research. I also realized that curiosity is the initial step for doing an effective and successful research.

I was fortunate to have a topic that was dear to my heart. This ignited a passion in me to pursue it with full zeal, and I was very passionate about my topic. I learned a lot more about myself, my working habits, and just how resilient I can be. The journey helped me explore my hidden strengths like hard work, commitment and resistance.

The journey of a researcher is like climbing a mountain. It challenges you, exhausts you and sometimes also frustrates you but once you reach on the top, the sense of accomplishment is incomparable.

There is a popular saying in the scholastic world that "one cannot dismantle the master's house with the master's tools, "To change society you require new social practices. Hence, research is additionally about making new instruments and practices more suited to the research work one attempts.

This is something which I have learnt being a doctoral student. I turned out to be more positive about my reading and writing abilities. In the previous four years, I have had numerous remarkable experience, both great and thrilling. A considerable lot of my experience are emotional as well. Alongside bungee jumping, and climbing a mountain, doing a research is really one of the hardest things anybody can do. It goes through different stages – starting, entering the flame, antiques, analysis, etc. But it leaves lot of learning behind.

Being a doctoral applicant I was always interested in taking assignment-alongside my research. Not everybody is fortunate to get a chance to take on teaching duties during the doctoral research. But I was lucky I got this chance. And, Yes, I cherished that!!!It gave me an opportunity to explore another side of my personality. It gave me the platform to exchange knowledge and rebuild upon the existing one. This enhanced the quality of my research. I may like to end my article by saying that every challenge is a door to opportunities. One who takes it bravely ends up achieving many more things than expected.

You have to trust yourself, not research. Not testing. Testing helps, but you have to trust your own taste. If your taste says something isn't any good, don't let research rationalize that out of its own truth.

- Brian Grazer