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I, Dr. R.K. Tandon, hereby declare that the particulars given above are true to the best of my knowledge and belief.

Dr. R.K. Tandon

INTRODUCTION

The theme of the fourth edition of Trinity Management Review is “In Search for Excellence”. The current issue stresses on achieving excellence in all the spheres of management in an organisation. The main article explains the phenomenon of Pygmalion effect and how the same can act as an Innovative motivation Tool for the company. This motivational tool could be crucial in an organization aiming for excellence. Motivation has long been a subject of interest to researchers and practitioners seeking to understand human behavior and performance. For the same the extent to which the Pygmalion effect occurs in a work organization was investigated.

The issue also contains a Case study devised to understand the company Dell’s search for excellence through a new innovation supply chain which is the Built to Order (BTO) supply chain. The case study explains the new supply chain and examines the challenges which will entail with the implementation of the same.

The next article is on Achieving Excellence by green HRM. The article examines the role of every organization in the protection of environment and maintenance of ecological balance. Green HRM integrates environmental management into HRM.

Another article of this edition is Proctor & Gamble working towards innovative excellence. This examines how P&G an FMCG company known for its marketing excellence has been consistently creating new categories of consumer goods ranging from the first in launching the disposable diaper (Pampers), the toothpaste with fluoride (Crest) and the first to bring to the market the synthetic laundry detergent (Tide).

Another article in this edition of TMR is Employees capability of working independently with little to no supervision. This analyses the cost of labour like Salaries and wages comprising the major line-item expense for most retail and small-scale manufacturing companies, but labour also tends to be responsive towards daily improvements.

The expert review of the current issue focuses its attention on the important role of motivating the workforce to achieve higher productivity levels. In the end some tips for the employers/ managers are also given.

PYGMALION EFFECT: AN INNOVATIVE MOTIVATIONAL TOOL

Dr. Shaily Saxena

Motivation has long been a subject of interest to researchers and practitioners seeking to understand human behavior and performance. Over the course of the 20th century and into the new millennium, researches have been undertaken and theories been developed by accumulating large bodies of applied research investigating motivation across a variety of settings. The extent to which the Pygmalion effect occurs in a work organization was investigated.

Expectation is a powerful belief which affects two types of people i.e. the boss who sets expectations and the employee for whom the expectation is set. Therefore it becomes very crucial to ensure that expectations are positive in nature. Pygmalion effect can be understood as the phenomenon in which people, often children or students and employees, tend to perform according to the expectations placed upon them. The effect is named after Pygmalion, a play by George Bernard Shaw. Pygmalion effect can be applied in the workplace to identify the relationship between expectations of the superior and the productivity of the subordinate.

The Pygmalion phenomenon explains the leader-follower relationships. The “leader” here has been referred as the manager or supervisor, an athletic coach, a military commander or an instructor. It has been explained that when the leaders’ expectations of their followers’ are raised, the followers start behaving in a similar way be it the employees, athletes, soldiers, or trainees, to perform better.

Pygmalion effects in work settings. There are four main principles to the Pygmalion Effect which can be identified as

- i. Expectation
- ii. Communicating the expectation
- iii. Adapting the Behavior to meet the expectation and
- iv. Making the expectation true.



Some other major methods could be adapted by the managers to bring in a high expectation among the employees:

1. **Right hiring:** employees should be hired for jobs which can get form them their full potential. For the same the right people should be placed at the right jobs so that the same could lead to the progress of the organization. It is thus crucial that the job fit has to be executed with an eye to the future. The employee should not be hired for a job which is below their ability .The same can thus frustrate them and also limit their ability to perform to their maximum potential. Also at the same time placing an employee to a job for which they're not yet suited could also lead to a frustration among them and also brings in failure in major tasks.

2. **Setting the stretch goals.** It is true that in today's world, every organization is looking at optimal utilization of resources. For the same they try and stretch the goals to unbearable level for the employees. The stretch goals for individuals which are beyond their current achievements will further frustrate them. Thus the stretch goals should be reasonable to attain. At the same time if the expectation is set too low, then the organization will be allowing them to perform below their ability.

3. **Set a benchmark of expectations:** The managers and business leaders have to learn to measure which is important in achieving their goals. For the same one has to set the clear expectations which are a critical component of this equation.

4. **Get constructive feedback.** A constructive feedback can be taken from coaching culture. It is crucial to talk to the employees about their performance, and in the course of action praising them and giving them constructive feedback. An additional guidance, mentoring, or training could help the employee to perform better. Constructive comments and helpful words of encouragement have a better chance of enhancing the performance of the employee beyond their current level.

5. Train the leaders about the Pygmalion Effect

Studies through a recent meta-analysis show that the Pygmalion leadership training has been seen to be most effective leadership development intervention. Thus the managerial executive team has to be made aware of the Pygmalion Effect, and have to be encouraged to expect the best from their teams.

CASE STUDY

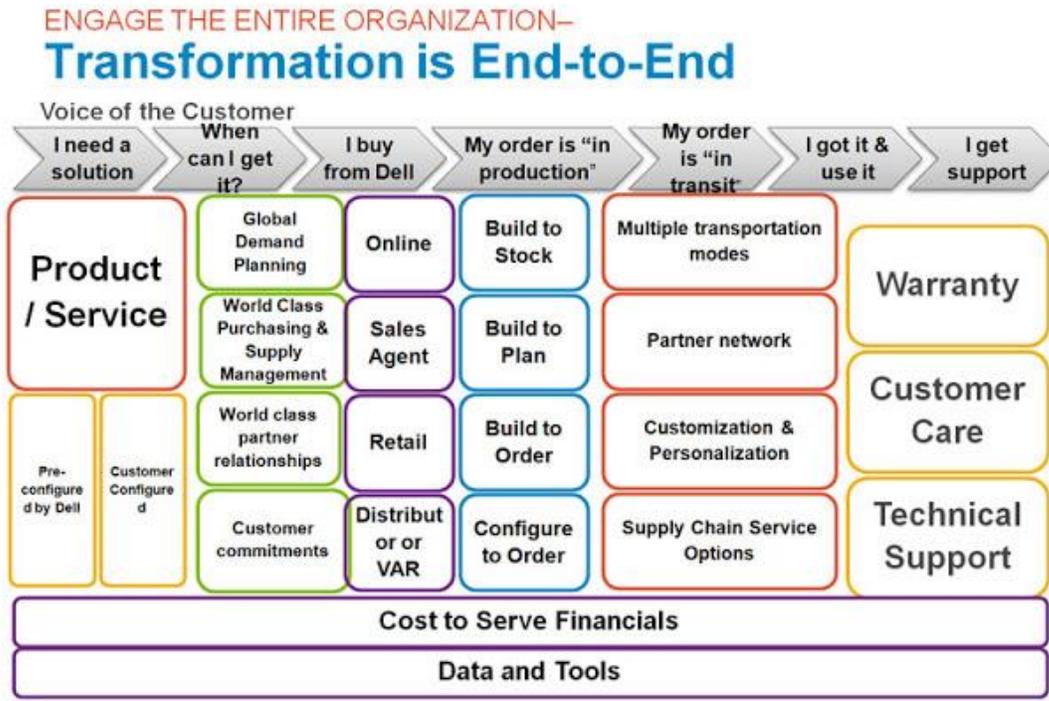
Introduction Dell responded to changes in the market by determining how different segments of customers derive value from its products and services. The analysis of the consumer showed that customer demand was quite complex. The B2B market in which Dell was operating needed predictability, customization, speed, services and precision delivery. For the same also the consumers needed multiple channel options and customized services for the niche products along with low-price options and devices that deliver content. For this type of market the content and virtualization were the major drivers of the market. With globalization, the company started aligning its organizations to customer value among the various regions. In 2008, it began to leverage its partner network of suppliers where capability, quality performance and cost had improved. Dell would retain its in-house network where strategic differentiation was valued by customers and provided a competitive advantage. This work was a precursor for and an enabler of supply chain segmentation.

Dell modifies its supply chain strategy

Dell, a 57 billion dollar industry, employs its supply chain systems unlike any other PC maker on the planet. Dell was the pioneer in introducing the configure-to-order (CTO) model in which the customers could have millions of configurations to customize their PCs as per their needs. With this direct sales approach, Dell builds systems to order, that helped the company to bring in new products and technologies at a faster rate than its competitors. This model also helped the company to estimate the customer requirements, forecast demand, and providing low-cost PCs to customers. This model but came with a flaw which was that it required a shipment time of about 7-14 days. This was because PCs were made after an order is placed. Also Dell's PC business since last quarter has experienced market share losses. To resolve this issue, Dell has transformed its core principles and devised a new strategy called the 'End user computing' growth plan which helps in simplifying its business, and also acquiring new market share with the help of new prospective customers, employing end-user computing solutions and scaling alternate computing solutions.

Dell will also introduce the 'Smart Selection' program in which it will pre-build the most popular PC configurations which the customers want and will ship them in a record time of 24 hours. In the new build-to-order (BTO) model supporting the CTO model, Dell will have a wider spectrum of options to choose from. For the same but, Dell will have to increase the warehouse capacity, which was not done in the previous CTO model in which they just maintained the small inventory space. Also Dell's long history of direct customer sales (about 2 billion customers), gives them a wealth of customer intelligence and which will then be a competing advantage over their rivals. As the supply chain allows limited configurations to be produced, thus one will know exactly what is inside each system, that would make the maintenance and troubleshooting for the original equipment manufacturer (OEM) less complex.

The BTO and CTO models together could make Dell customize their SKUs for different countries and channels. This will also lead to a lower cost and drive revenue. The cost reductions will come out of supply chain and support.



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Figure 1 Source: Dell Inc.

The challenge

The main challenge in the transformation of the supply chain would be that when BTO and CTO models are taken together, Dell will have to deal with a very complex mechanism. Dell has to now handle the new model and customer-centric strategy along with excellence in the CTO model. Also the CTO model does not promise to bring in large revenue as was the case with the other models. Also the BTO model is limited to select PCs which are most popular in the market. By only concentrating on the most popular models build in advance for reducing the lead time, Dell might lose its USP of customized PC provider in the market.

Task: Explain how will Dell excel in all of their departments to generate revenue and improve profit margins with a combination of the BTO and CTO models of supply chain.

ACHIEVING EXCELLENCE BY GREEN HRM

Dr.Shaily Saxena

Associate Professor ,TIPS

Introduction

It is the duty of each and every organization to play an important role in the protection of environment and maintenance of ecological balance. Green HRM is the emerging topic in current scenario. It is an attempt by the organizations to integrate environmental management into HRM. An organisation's green HRM strategy involves incorporating green initiatives in different functions of HR like recruitment, induction, training and development, conducting performance appraisal, and also determining employee compensation. Green initiatives within HR form a wider form of corporate social responsibility.



Green HRM

The term 'green HR' is often used to refer to the contribution of HR policies and practices towards the broader corporate environmental agenda of protection and preservation of natural resources. Green HRM refers to using every employee to endorse sustainable practices and increase employee awareness and commitments on the issues of sustainability. Green Human Resource Management is emerging as an important thrust area for management which can have an enormous impact on people issues in an organization. It can be applied in

different HR functions like acquisition of human capital, their induction, training, performance management and reward management. In an environment marked by recession and turbulence which has hit all economies around the world, including India, companies are resorting to downsizing and lay-off and in the process also losing that valuable knowledge capital which, in present times of talent crunch, is often difficult and costly to replace. Green HR initiatives can help companies find alternative ways to bring down cost without losing their talent.

Green HRM initiatives

- Companies are including environmental responsibility as a part of the mission statement.
- Companies are required to initiate green jobs with specified green job titles. Existing jobs to have green job descriptions (role with specific green tasks as a part of profile).
- Online training should be encouraged and environmental responsibility awareness should be encouraged through training. Every office should maintain greening of office premises with gardens. The policies can be framed to ensure participation of employees.
- Rewards can be given to employees who use bicycles to commute or car pools. It would encourage those who live nearby to commute by cycle or walk, reducing pollution.
- The employees who come up with the most innovative green initiatives can be recognized.
- Segregation of waste and disposal of waste should be streamlined in the organization. Food canteen should adhere to zero wastage policy and use the leftover food for the cause too.
- Replacing the age old tradition of paper documentation by paperless office.
- Taking innovative initiatives of saving electricity by encouraging volunteering to switch off lights and fans where and whenever required.

P&G WORKING TOWARDS INNOVATIVE EXCELLENCE

Dr. Jaspreet Kaur
Associate Professor ,TIPS

P&G is an FMCG company which is known for its marketing excellence and the same comes from its efforts as an innovator. In the past 175-year of history, the company has been consistently creating new categories of consumer goods ranging from the first in launching the disposable diaper (Pampers) ,the toothpaste with fluoride (Crest) and the first to bring to the market the synthetic laundry detergent (Tide).

Innovation History:

The company has been excelling in innovations like Gillette Fusion ProGlide with FlexBall Technology, the Tide Plus collection, and Olay Luminous brands. The company also excels in social innovation .The same can be taken back to 1887, where P&G was on the forefront of social innovation with the creation of the profit-sharing program. The same is now the oldest continuous profit sharing plans in the United States.

The company also contributed to the innovation of business processes to reach excellence in the same .In 1920, P&G announced a plan to sell directly to retailers on the same terms as was given to the wholesalers. This enabled the company to counter the seasonal sales fluctuations with wholesalers .This lead to lesser layoffs and a stabilized production system.

In 1930s saw P&G brought in innovative new way to market brands and reach consumers .This was done by “Ma Perkins,” one of the world’s first radio soap operas. Thus in comparison to buying Time for promotion, the company created a production company to own the entire process. In 1941, P&G became one of the first companies to formally respond to consumer correspondence with the creation of Consumer Relations.

Innovation transformation

The management in P&G believes in bringing in fresh thinking about corporate strategy and innovate in search of excellence. For the same, the company started collaborating with an Innosight team to build the innovation capabilities which could bring in new brands and business models. The main aim of this initiative was to make innovation systematic, repeatable and reliable.



Innovation assembly lines

The company started developing the raw ideas into innovations for the growth of the company. for the same the company brought in "innovation assembly lines" and through of excelling in the FMCG market with the following four Innovation strategies:

1. sustaining innovations to excel in existing products (i.e Gillette Fusion)
2. disruptive innovations to give high-end services to mass markets (i.e Crest White Strips)
3. transformative innovations which are reliant on the performance breakthroughs (i.e Olay Pro-X)
4. commercial innovations to excel in consumer experience (i.e BrandSaver events)

Small bets labs

Innosight's "emergent strategy" approach of testing and refining market approaches was applied to a string of new product ideas. P&G also took the help of university research for a potentially transformative innovation: like for example a probiotic supplement to enhance the digestive health. This product was called Align. There was a high level of uncertainty as to whether the new dietary product, called Align, was a valuable market innovation opportunity.

Thus rather than a national retail launch, P&G created a website and promoted Align in just three mid-sized metro areas. This according to them was named as the "small bet". P&G also conducted a small-scale market trial for the concept of attaching the venerable Tide brand to a new consumer experience. Tide Dry Cleaners was another product which was launched at very few locations. This gave the company time to study the customer value proposition before it could launch the produce to the other locations.

"Innosight has been a close partner in P&G's innovation transformation. The result is that P&G has dramatically improved its innovation success rate, moving from about 15% to over 50%, meaning about half of its new product efforts are meeting benchmarks for success. That has helped boost overall corporate performance. Over the decade, P&G's revenue more than doubled, and profits quintupled.

The company is still working towards excellence with innovation like Clay Street Project is a P&G resource which was created to bring in innovative thinking, and Signal P&G which is an event dedicated to rebuilding the digital brand building. The company also launched Consumer Pulse which is a program that allows brands to review conversation and opinions about our products. Thus it can be said that Innovation in every field has lead P&G to an exceptional level of Excellence in the Global FMCG market.

EMPLOYEES CAPABILITY OF WORKING INDEPENDENTLY WITH LITTLE TO NO SUPERVISION

Sakshi Goel
Assistant Professor

For every business nowadays, the most significant cost is labor. Salaries and wages comprise the major line-item expense for most retail and small-scale manufacturing companies, but labor also tends to be responsive towards daily improvements. To reduce labor costs, entrepreneurs should consider measuring employee efficiency and setting aggressive performance targets to get the most output for their labor buck. It is known fact that every organization pays its employees for their hard work and efficiency. Individuals need to achieve the assigned targets within the desired time frame. It is essential for employees to meet deadlines and deliver results on time. Employees need to have well defined roles and responsibilities at the workplace. Employees need to be efficient and proactive for better productivity. Employees need to get their work done on time to expect timely appraisals and appreciation from not only managers but also external clients. Delaying work leads to no solution. One needs to adopt a systematic approach to be efficient at workplace. Employees tend to be efficient when they take their work seriously and do not treat it as a mere source of burden.



From an employer's perspective, for an organization to run smoothly it's important to find employees that are self-sufficient and independent and also ensure that tasks are accomplished within the stipulated time frame with minimum errors. Employees need to understand what their superiors expect out of them. Employees should have the liberty to express their views and opinions, brainstorm ideas on a common platform to come up

with unique solutions which eventually lead to an increased efficiency. Individuals need to be clear as to in which areas they know to contribute their level best and what all skills would help them perform better. One

need to follow deadlines and deliver quality results within the desired time frame. Problems would come everywhere but one has to find a solution themselves. Never blame others. These types of employees make good leaders that are able to assess situations and make decisions on their own.

This is important because they won't sit around twiddling their thumbs waiting for someone to tell them what to do. They will take charge, find something that needs to get done, and work on it until it's finished. Employees need to be quick and efficient to make a mark of their own and outshine their fellow workers. The last thing an employer wants is an employee that do not stops working if they are not being supervised.

EXPERT REVIEW

Dr. J.P.Singh

IN SEARCH OF EXCELLENCE



1. Practice makes a man perfect”, it is well proved and most apt in respect of achieving the excellence, but it does not apply in all cases, as the excellence in present fierce scenario has gone beyond the maxim that is mentioned above. Excellency means different to different persons, different organization. Perfection for an artisan is not the same which is for the software developer; similarly it is not the same for the manufacturing organization in contrast in with service provider organization.

For a person who is doing the same work in a repetitive manner, the excellence in the person’s performance can be measured by a learning curve.

2. Achievement of excellence is the need of hour. *If you don't do it first, your competitors will do it before you achieve excellence. It is the era of one-up-ness.*

For an organization the performance of excellence refers to an integrated approach to organizational performance management that results in qualities.

- (a) Delivery of ever improving value to customers and stakeholders, contributing to organizational sustainability.
- (b) Improvement of overall organizational effectiveness and capabilities.
- (c) Organizational and personal learning.

3. Achieving excellence is the result of high performance throughout the entire organization. Every process performed in your organization has an external or internal customer as its end result. If only one process fails to deliver high performance results, a customer will be affected. As per “Tom Peters” version about searching for excellence, and this guide lists resources for achieving high performance, it is up to you and your organization to go out and do it. . . before your competitors beat you to it!

4. “**Do More With Less**”. More and more organizations, both in the public and private sector, are committing to quality practices and focusing on competing against or collaborating with the very best in their field. This search for excellence is driven by several factors, few are mentioned below.

- (a) To win back to some of the grounds given to fierce competition.
- (b) Dwindling staff and resources (do more with less).
- (c) Increasing demands from customers who want higher standards of service at a fair price.
- (d) A driving desire to be number one.

Achieving excellence is never ending process. Always a new standard is set forth by the competitor to catch up and one strives to remain in top position of excellence. It is a continuous process and one should remain conscious of it.

ABOUT US

The Trinity Institute of Professional Studies (TIPS), Sector-9, Dwarka, an ISO 9001:2008 certified institute, is affiliated to Guru Gobind Singh Indraprastha University. It was founded in 2007 under the aegis of Kamal Educational and Welfare Society (KEWS) with the objective of overcoming the critical demand for skilled professionals in India and abroad by nurturing intellectual capital by adopting best practices in quality education.



TIPS is offering courses / programs across various disciplines, such as Management, Commerce, Banking & Insurance, Information Technology and Journalism & Mass Communication. Today, the Institute has over 1500 students and more than 60 faculty members. The faculty at the Institute has proper experience both from the industry and academics as a result of which it brings the right mix of research and industry experience to education and consultancy offered by the Institute.

COURSES OFFERED:

Programme	Annual Student Intake	First Shift	Second Shift
BJMC	120	60	60
BCA	120	60	60
BBA (G)	120	60	60
B.COM (H)	160	100	60

TRINITY MANAGEMENT REVIEW

Trinity Management Review (TMR) is a quarterly online magazine brought up by the management department of Trinity Institute of Professional Studies. The articles, case studies, research papers and other contributions are made by academicians, consultants and management

practitioners covering various areas of management. TMR offers a variety of perspectives from around the world to help you gain greater insight into the current management principles and practices.