All questions carry equal marks 5 Marks
'4/5' Marks straight away awarded on the provided answer according to this very document. '1' Mark will be for arguments and critical thinking

Case "Build a great work place" and all the shared material should be referred while providing the answers. None of the answer will be accepted without referring the relevant material. The assignment is not an open-ended discussion-based questions, instead you have to point out the reference material to construct any argument or conclusion. Apart from the answer you may exhibit your own opinion regarding your agreement or dissent to the shared point.
Note: 'Zero' tolerance will be exercised in case of plagiarism. You will get straight zero in the assignments if found copied stuff. The assignment will not evaluate your skills in any particular language. You will be graded based on the analytical/critical cognitive framework you employed during the solution.

All questions carry equal marks. The same pattern and strategy will be used for the MID 1 exam. All of the relevant reading material will be provided by 12th Sept.

Great Place to Work (GPTW)

Q 1.1) What is a Great Place to Work (GPTW)? Is there any proven framework that defines and describes a GPTW? What are the typical processes and criteria of competing for and getting this recognition?

ANS: A great workplace cannot be built by simply replicating processes and practices at other great workplaces. Being a GPTW cannot be a fad or a short-term achievement, nor will following a checklist ensure that this goal is achieved. (See the Appendix for details on the GPTW framework) Levering describes a great workplace as one in which you trust the people you work for, have pride in what you do and enjoy the people you are working with.1 The GPTW Institute calls these factors trust, pride and camaraderie (See Figure 2 in the Appendix for the GPTW Trust Index). However, what leads to pride, trust and camaraderie can vary from company to company. The context of the company, the life stage it is in, the nature of the industry, the talent ecosystem, the leadership, their aspirations — all of these define how trust, pride and camaraderie are developed in a company. Transformation of companies into great workplaces began with management improving its communications with employees to bolster its credibility. Typically, top managers initiate new forums with employees where they make themselves more accessible to answering questions than in the past. They also act on issues that are brought up in these sessions, to demonstrate that they do listen and that they follow through on their promises. The second issue that these companies address is making sure that employees feel appreciated for their work. It is always amazing to me to see the importance of saying 'thank you'. The workplace environment can change dramatically when management makes a concentrated effort to make sure that employees are shown sincere appreciation both informally and through regular programs to recognize the work that employees do.

Q 1.2) What is more important for a workplace to become great for working? Is it the employer, customer or employee? And why?

ANS: As said by the Chief Executive Officer of Intuit Inc., "Shareholders are like food — critical to your survival, but you can go three weeks without food. Customers and partners are like water — you can go three days without liquid. However, employees are like air — three minutes and you are done". These words inspired Anand at every step in his journey to develop a world-class culture to attract, hone and retain top talent.

Q 1.3) What steps were taken by the management of Intuit India, over time, to improve its ranking from 10 to 1? What do we learn from them?

ANS: Intuit's GPTW journey to the top could be divided into four stages. The first stage was simply an intent to participate and to know where it stood in terms of human practices. That Intuit should be the best employer and a great place to work was a commitment and leadership philosophy shared by Intuit's management globally. This belief was also, in a way, an enterprise strategy that apart from producing distinct software and customer-centric offerings, Intuit should also be a great place to work that attracts the best talent.

While it might be impracticable to prescribe specific steps to build a great place to work, there are some universal principles that can be followed:

a) Management/ the top leadership team must deeply believe in building a great place to work as a cause in itself, and not merely as a way of getting some public recognition

b) They should be patient and perseverant

c) They should be iterative in their approach

d) They should keep at it, refining, rebuilding and reinforcing the good practices.

In its initial days, Intuit India comprised mostly of engineering teams. There were no support functions like HR and finance, nor were any of the related processes implemented. As a consequence, the company was ranked much lower than its peers on the GPTW scale. In the second stage, Intuit took some populist measures to break into the top 10, but soon realized that such efforts were not sustainable. As HR Head Somnath Baishya explained, "We were solving for the 'rank' instead of solving for the future by developing sustainable practices." After taking corrective measures, Intuit India's ranking stabilized in the top 10 for three consecutive years. This stability was good, but it was clear that the company had to employ a radically different approach to reach the top. At this juncture, the local leadership's perseverance in engaging in an iterative journey and not giving up in the first go was also critical.

In its assessment, the GPTW Institute assigns two-thirds of the weightage to the employee survey. Thus, it is important that VOE is captured effectively so that there is congruence between the experience that Intuit offers and what employees actually experience or feel. To achieve this, more than 100 ambassadors volunteered for the Intuit ambassador program. In previous GPTW surveys, some employees had tended to hold back their stories and their great experiences. Ambassadors encouraged such employees to be more vocal about their experiences and journey at Intuit. Ambassadors didn't influence their decisions but helped employees to better understand and respond to the surveys. The exercise of involving employees as influencers at the peer level was successful and clearly reflected in Intuit's ranking in 2017. This leads to the clear realization that when employees are involved in building a great place to work, the chances of success improve. Therefore, at the heart of building a GPTW is the degree to which the management is willing to let go and the degree to which employees are included in the effort.

Q 1.4) What does it take to build a great workplace? Is it the systems, i.e, the hard aspects, such as compensation, benefits, rewards, incentives, policies, etc? or the culture, i.e, the soft aspects such as values, culture, leadership style and behavior, employee involvement and pride, etc? What do we learn about the leadership style and other approaches that helped Intuit India build a great place to work?

ANS: It could be said that building employee trust, pride and camaraderie are the foundations of building a great place to work. But in building that pride, trust and camaraderie, both culture and systems play an equal and mutually reinforcing role. If anything, systems are easier to build than culture in an organization.

It is the leader's commitment to promoting supportive behaviors and practices that builds trust. Thus, instead of looking at the hard systems and soft aspects of a company as a binary issue of two opposite things, we should look at them as complementary. They are two sides of the same coin and complement each other.

Thus leadership, style, behavior, consistency and role modeling play a very big role in reinforcing the systems in an organization. For instance, simply introducing a format to assess people on the Situation, Behavior and Impact (SBI) model (as was done at Intuit) does not necessarily or automatically bring a reward; for that to happen, it should be delivered with the right balance of fairness and accuracy and further bolstered by an openness to receiving upward feedback. Thus, the true benefits of hard processes and systems come with the effort and earnestness with which they are implemented.

While formalizing networks is the "systemic" aspect of building a great place to work, the real involvement of its people is the "cultural" outcome. (See Figure 3 in the Appendix for the GPTW People Practices Framework). In the case of Intuit, every system was conceived as reinforcing the culture that it wanted to foster.

If we consider the success attributes identified by Levering (2000), we find that most of the attributes resonate with Intuit's human practices. While it is easy to understand how Intuit's employee-friendly policies, benefits and attractive working environment contribute to its high ranking on the GPTW scale, there are some crucial factors that clearly differentiate Intuit from its peers. These are as follows:

a)   Intuit's top leadership played a key role in preserving the values that the company had laid down at the outset and put these values into practice at every opportunity. For instance, every year, CEO Brad Smith made it a point to visit every Intuit site across the world as a part of a program called the "State of the Company Tour" where he walked employees through the company's vision, mission and strategy.

At Intuit, vulnerability was not seen as a sign of weakness but of courage. When top leadership and managers let their guard down to discuss real pain points, employees became more forthcoming and participative, which in turn reinforced trust, the central pillar of the GPTW framework.

b)   Another attribute of Intuit's leadership was their accessibility to employees. For instance, the "Ask Vijay" portal made it convenient for employees to raise their complaints and concerns, which Anand duly addressed.

c)   On the employee side, the special interest volunteer networks were powerful platforms for boosting employee engagement.

Q 1.5) What can you, in your current and future job roles, do to build great places to work?

ANS: This question is aimed at encouraging practice and preparing managers for the future.

a) Great places to work are built by individual managers as much as by the so-called management. At Intuit, if only the CEO did what he was doing and all the rank-end. Managers were not doing what they were supposed to do, then it would not have stood the test of a great place to work assessment. A new manager should go into the workplace believing that whether or not whole company becomes a great place to work or not, she, as an individual manager, can influence her immediate work team and build them into great teams to work with.

In her own sphere of influence and in the ambit of her work context, a new manager's first conviction should be that she must display and take ownership of building a great place to work.

b) For a manager, the building blocks of a great place to work within his immediate team continue to be trust, pride and camaraderie. The employees must be proud about what they are doing and they should enjoy a social togetherness and bonding that makes them feel like coming back to work and working in a collegial and collaborative way.

A manager must see if his leadership style is inclusive, democratic and consultative and must encourage participation and openness. He must see if he can first cultivate and influence a great team within the framework of the company. As he does that, he also becomes a role model and can thus contribute to company-wide efforts in raising its chances of becoming a great place to work.

In short, every manager can contribute to building a great place to work and ideally should see it as a key responsibility.

Mapping from Managing Oneself article

Q 2.1 As per the article GPTW, employee hiring has always been an issue in India or around the world. So what measures/practices Intuit India takes to unveil the hidden talent(strengths) of an employee so that they assure he/ she is a right candidate for their organization.

ANS: Intuit different training and workshops
- The campus hiring program "Design for Delight" for Fresh Graduate
- Assessing for Awesome(A4A) to bring onboard the experience professionals
- The Next Generation Network conducts the workshop on leading technologies in professional colleges.

Q 2.2 India is a country of 1.42 billion people having a vast diversity and culture. It's natural that when you hire people from different ethnicities and cultures, you may face problems getting all of them together and efficiently working with them.

Note: You have to relate the points from 'Managing Oneself' to answer this question. For e.g. setting values, understanding the difference in learning, realizing the differences in strengths and weaknesses of individuals and a few more.

Ans:

- Work anniversary, birthdays celebrations to allow employees to establish interactions and begin new connections.
- Establishing a culture of listing: Ask Vijay
- Coffee break conversation i-e Intuit Again
- The Intuit Ability Program

Q 2.3 Being CEO of the Intuit company how 'Values' could be important for you, your organization and employees at Intuit.

Ans:

As said by the Chief Executive Officer of Intuit Inc., *"Shareholders are like food — critical to your survival, but you can go three weeks without food. Customers and partners are like water — you can go three days without liquid. However, employees are like air — three minutes and you are done".*

Workshops and trainings for newly hired employees.
Ensuring equal work distribution to employees.
Culture of listening (Ask vijay) and Coffee breaks talks with Seniors and Executives.
Rewards and appreciation system.
Celebrating Birthdays and anniversary.
Rehabilitation program for disable people.
Take ownership and becoming a part of decisions.

Mapping for concept from Google case (culture at Google) and interviews

Q 3.1 In the document "Culture at google" we studied different practices of google, some have evolved and changed during the past few years like freedom of speech etc. What practices at google do you think contributing it towards building a great place to work that should be revived and mapped over Intuit cooperation.

Q 3.2 In Laszlo's interview, he mentioned about the benefits given to the employees inside the premises of the organization i.e. free food, laundry, car wash etc. What do you think it takes to build a great place to work? Is it these benefits, rewards, incentives etc or aspects such as values, culture, leadership style and behavior, employee involvement and pride are the reasons behind?

Q3.3 How 'Cultural responsibility of dissent' will help Intuit to become a GPTW? (while keeping in mind the cultural differences among US and Indian Sub-continent).

Organization registration/legal liabilities for Intuit Pakistan

You and a few friends are planning for a business together, the business is supposed to offer software development and system integration services to small businesses.

Q4.1 Explain why it would be wise (or, alternatively, why you think it would not be wise) to form yourselves into a limited company.

ANS: Limited Company would be wise because liability is limited. Most shareholders can lose the money they have invested in shares. Unlike sole traders and partners, shareholders cannot be forced to sell their personal possessions if the business cannot pay
its debts.

Q4.2 Many organizations now outsource their IT provision. Discuss THREE arguments in favor of outsourcing IT provision.

ANS:
1. Massive Savings
   IT personnel command high pay due to the intricacy and rarity of their skill set. For SMBs, the costs of retaining an IT staff can be prohibitive. With outsourced IT, your company can avoid the costs of retaining an in-house IT staff and allocate more money toward expanding the business. Companies that handle IT in-house are often saddled financially and time-wise by the tasks involved with computing. All that time and money spent on research and implementation in the computing area could instead be reserved for the core strengths of your company. Then, in turn, you can pass these savings to your customers in the form of lower-priced products and memberships.

2. Predictable Budgeting
   Likewise, the amount of money that could be swallowed up in unforeseen computing problems is a troubling concern. Once you decide to outsource your company's IT to an MSP, you'll always know what you will be paying month-to-month for maximum IT functionality and security. If your computing system is small and simple, you can pay for the minimal necessities of IT and scale up as your system arsenal grows in proportion to your business. You can scale back and pay for what you need depending on seasonal trends and how they impact your computing needs.

3. All-Encompassing Expertise
   Despite their wide-ranging skills, most IT staffers do have their limitations. Occasionally, an issue is

liable to arise that could leave a given IT tech pro confused. When you outsource your IT, your in-house computing maintenance needs are not restricted to the skills of whoever you may have on staff. With an MSP, your computing needs are covered on all fronts.

Q4.3 How you are going to introduce to develop an exit plan from Intuit Pakistan. What are the needs of having exit plans in any partnerships?

ANS:

When a firm makes a 'takeover bid', it offers to buy out the shareholders of the second firm. Managers of the second firm will usually put-up resistance, as they are likely to lose their jobs. Shareholders of the second firm are likely to accept the offer if it is sufficiently attractive. In contrast, a merger is the voluntary union of two companies where they think they will do better by amalgamating.

Code of Conduct

Q 5.1. In the light of BCS Code of Conduct, while considering yourself as the decision makers at Intuit Pakistan, state your strategic action plans for the following issues

a - The need of lockdown in 2020.

b - The start of 'work from home' paradigm.

c - Going back to work from offices/workplaces after the alarming situation.

Q 5.2. Find out on what grounds the BCS Code of Conduct and ACM Code of Conduct are similar or different.