

COM 220: Organizational Behaviour

An Analysis of the Michael Fernandes at NPIL Case Study

Monday, July 21, 2014

Team Hodor

Scott Low	V00725620
Damian Michniak	V00785062
Pravjot Rai	V00735954
Jeff ten Have	V00703556
Jakob Roberts	V00484900

Table of Contents

[1.0 Introduction](#)

[2.0 Case Analysis](#)

[2.1 Cultural Misconceptions](#)

[2.2 Ineffective Communication](#)

[2.3 Ineffective Employee Transition Strategy](#)

[3.0 Recommendations and Rationale](#)

[3.1 Short Range Action Plan](#)

[3.1.1 List of Prioritized Recommendations](#)

[3.1.2 Rationale](#)

[3.2 Medium Range Action Plan](#)

[3.2.1 List of Prioritized Recommendations](#)

[3.2.2 Rationale](#)

[3.3 Long Range Action Plan](#)

[3.3.1 List of Prioritized Recommendations](#)

[3.3.2 Rationale](#)

[5.0 References](#)

1.0 Introduction

Nicholas Piramal India Limited (NPIL), a large Indian pharmaceutical company has recently acquired a smaller British pharmaceutical company, Avecia, and its Canadian subsidiary Torcan in an attempt to become a “one stop” solution for clients in the custom manufacturing field of pharmaceuticals. This acquisition came to light based on the recommendations of a McKinsey consultant named Michael Fernandes, who was later hired on at NPIL to help oversee the acquisition process. Fernandes believed that Avecia’s large scale pharma customers and Torcan’s smaller scale pharma customers could both save money by using NPIL’s existing manufacturing facilities located in India to develop their drugs. Furthermore, since Torcan specialized in early stage drug development and Avecia specialized in late stage drug manufacturing, Fernandes believed that combining the expertise of these companies with NPIL’s Pharmaceutical Development Services (PDS) and Pharmaceutical Manufacturing Services (PMS) divisions (which were in charge of early/late stages drug development respectively) would enable NPIL to work with customers owning drugs in any stage of the development process. This plan became known internally as the “cradle to grave” strategy, and although it was a strong one in theory, several conflicts and miscommunications between NPIL’s business unit members hindered its effectiveness.

Before NPIL took over Avecia, Ian Grundy was in charge of Avecia’s business development in Europe and was also leading New Strategic Initiatives, a role which had him reporting directly to Avecia’s CEO. He had been involved in the business side of Avecia for many years, and was experienced in dealing with both Western and Indian clients. After the acquisition, however, he was placed three levels below the NPIL Chairman (acting as NPIL’s Head of European Business Development) and often felt ignored by management when he brought up the observation that the ambitious, “hustling” style of Indian business encouraged by his manager, R. Ananthanarayanan (Ananth) would not be effective with the western customers Avecia and Torcan worked with.

Veronica Scherrer-Pangka was a highly skilled chemist at Torcan, and worked extensively with companies that were in the early phases of drug development. She always felt that it was important for her to establish and maintain strong relations with customers due to the fact that most of her small-scale clients felt more at ease working closely with a knowledgeable chemist. After the acquisition, Scherrer-Pangka was appointed to the Director of the Pharmaceutical Development Services (PDS) Business Unit position. Although optimistic of the challenges posed by the new role, Scherr-Pangka did not fully trust NPIL management and feared that they did not truly understand Torcan's unique small-scale feel. Finally, Scherr-Pangka was also concerned that the production facilities in India were withholding information from her, a fact which prevented her from being able to relay information back to her customers and, as a result, made her worried that the relationships she built with them were in jeopardy.

Finally, Ananth had worked in a number of both technical and business positions at a variety of pharma companies for 15 years before joining NPIL. Due to his extensive experience, he worked closely with Fernandes during the development of the "cradle to grave" business strategy and was largely attracted to the role of Global Business Director at NPIL because of the opportunity it gave him to oversee the creation and delivery of the aforementioned strategy. Although Grundy and Scherrer-Pangka were level with Ananth in the organizational chain, Fernandes suggested that they work together under Ananth's direction. This unclear hierarchical structure caused issues, as Ananth felt that at times, Scherr-Pangka and Grundy were going behind his back with regards to closing contracts and conducting business.

On the whole, a number of issues present within NPIL were causing Fernandes' plan to be largely ineffective. These can be classified as stemming from three overarching types of problems, namely cultural misconceptions, ineffective communication, and an ineffective post-acquisition employee transition strategy.

2.0 Case Analysis

The following sections contain Team Hodor's analysis of the Michael Fernandes at NPIL case study. Each overarching issue at NPIL has been broken down into its respective subproblems, and organizational behavioural theories from a variety of sources have been applied to each to both analyze their potential effects on NPIL and to suggest potential solutions that Fernandes could apply to improve business relationships.

2.1 Cultural Misconceptions

One of the main organizational behavior issues encountered by NPIL is the fact that cultural differences between Indian and Western (European and North American) business practices have not been clearly explained to members of the business unit. As a result, there seems to be a large disconnect between the international branches of NPIL, which in turn leads to miscommunications and a lack of overall business strategy focus. This is most clearly demonstrated by Ananth's frustration with Avecia and Torcan's lack of "hustling", Grundy's lack of comfort with the way the Indian branch of NPIL conducts business, and Scherrer-Pangka's concern with the Indian manufacturing plant hiding details from her.

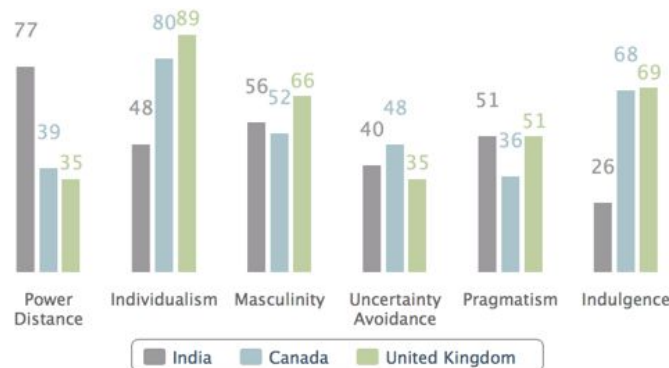


Figure 1: Hofstede's cultural dimensions for India vs. Canada vs. the UK (The Hofstede Centre)

The specific issues outlined above alienate each business unit member from NPIL's business goals, ultimately preventing each from performing his/her job successfully. For example, the lack of communication from the Indian manufacturing plant forces Scherrer-Pangka to keep a constant watch on her existing clients' accounts, preventing her from fully committing to NPIL's global business development plan as Fernandes wanted. As explained in the case, and as further demonstrated in Figure 1 on the previous page, it is likely that this occurs due to the fact that the power distance in India is quite large. As a result, the culture is extremely hierarchical, with power centralized at top of the chain, and those at the bottom working to satisfy their superiors. Furthermore, India also has a high-context culture (The Hindu Business Line) meaning that communication tends to depend on the overall picture (i.e. the desire to not disappoint a supervisor with bad news) rather than on a specific situation. Thus, in an attempt to satisfy Scherrer-Pangka, it is likely that the manufacturers withheld negative information on purpose without realizing that Western culture is low-context, generally more direct, and less concerned with saving face in hierarchical situations.

Besides alienating each business unit member from NPIL, the cultural misinterpretations present within the company also cause a large amount of unnecessary conflict. An important example of this is given by Grundy, who states that he believes that there are professionals within NPIL who do not understand the European pharma market and the need to establish a proven track record on delivery. He also feels like no one within NPIL has listened to his concerns, a fact that has likely caused his perceived organizational support to dwindle since he believes that the company does not value his thoughts and opinions. In addition, although it is not explicitly stated in the case, it is possible that Ananth's perceived organizational support is also lacking due to the fact that he believes his advice to "hustle" is not being taken seriously by Avecia and Torcan. While it is clear that Grundy understands that the aforementioned issues are stemming from cultural differences, it is possible that Ananth sees them as a difference of personal styles when conducting business. As a result, it is important that their differences are resolved by an intermediary such as Fernandes in a constructive way that clearly outlines the cultural issues affecting their perceptions.

One way to mediate many of the aforementioned issues would be to create a new role in NPIL called Head of Business Development and Liaison for Departmental Customer Relationship Management and to promote Grundy to this position. This would put him in an intermediary role between Scherrer-Pangka's PDS division and the PMS division. Since Grundy has travelled often to India and Canada while working for Avecia, he seems to have developed a strong understanding of the cultural differences between the Indian and Western pharmaceutical markets. This puts him in an excellent position to advise both the PMS and PDS divisions on how to understand and overcome cultural barriers, while also empowering him to both advise on and play an active role in the closure of both large and small multi-national contracts.

Since creating diversity programs within companies is a means of increasing perceived organizational support (Johns, Saks, 2013, p. 103), the creation of such a program led by Grundy would bring a greater sense of collectiveness and synergy to NPIL's company culture, as the differences between Indian and Western business practices would be more well understood by NPIL employees. Furthermore, putting Grundy in such a position would allow him to advise and play an active role in making important decisions, travel more, and have a more direct connection with those above him in the corporate chain. These facts combined would increase his perceived organizational support by giving him the benefits he experienced in his previous position with Avecia, while also allowing him to run his own team. Ultimately, making the decision to promote Grundy would likely help to boost his productivity and reduce the amount of interpersonal and cross-cultural conflicts within the business unit and within the company.

2.2 Ineffective Communication

After the acquisition of Avecia and its subsidiary company Torcan, NPIL decided to maintain the existing upper level of management consisting of Ian Grundy, and Veronica Scherrer-Pangka due to the fact that both individuals possessed unique attributes and knowledge that the company saw it could benefit from. Scherrer-Pangka was given control over the entire pharmaceutical development services business unit, and Grundy became the head of European business development. Once these roles were in place, however, the existing upper level management in NPIL, namely Fernandes, failed to establish an effective communication channel between the new business unit members, and also failed to tell each member how he/she fit into the overall "cradle to grave" business strategy. This led members to be uncertain of their individual roles within the company, left them with few established channels

they could use to communicate with one another, and also reduced their perceived supervisor support, a factor that contributes strongly to overall perceived organizational support (Johns, Saks, 2013, p. 102).

Since Fernandes failed to establish an effective communication channel with the new lower level management members, he was unaware of some of the dissatisfaction that many of the members of the unit were experiencing. For example, Grundy felt as if he had been demoted from his prior position before the acquisition of the Avecia, and that he had very little influence within the company. Despite Grundy's concerns, however, Fernandes states that he had heard about them *second hand* for quite some time, a fact that further demonstrates there were no effective communication channels in place between Fernandes and his reports.

Scherrer-Pangka also felt that she was losing control over the products that left Torcan to be manufactured in India since she felt the information being relayed back to her about the progress of the product was being "polished up". Besides the cultural differences discussed in the previous section, this could also be attributed to the fact that there were no appropriate/effective communication channels by which she could obtain product updates, and the fact that the Indian manufacturers were exhibiting the mum effect (Johns, Saks, 2013, p. 356) for fear of losing their jobs if they communicated unfavourable news to their superiors. Since Scherrer-Pangka likes to maintain intimate relationships with her clients, she felt obligated keep constant watch over her clients' products' progress through the manufacturing stages, which distracted her from her intended role within NPIL's business development strategy.

In addition to not establishing an effective communication channel, Fernandes also failed to communicate the overall business development plan and specify clear preliminary roles. Because of this, Grundy and Scherrer-Pangka had no idea as to what roles both they and their existing companies were to play within NPIL. This led them to fall back on their old habits and conduct business largely on their own terms as they had before the acquisition. This led to conflict between the different levels of management, as can be demonstrated by Ananth feeling that the "U.K. and Canada were conducting their own business development" outside of NPIL's "cradle to grave" strategic business plan.

Another issue that contributed to the communication breakdown within the business unit at NPIL was the fact that no business unit member wanted to want to break the silence about their discomforts, a fact that only served to exacerbate their feelings of anxiety and negativity (Perlow, Williams, 2003). For example, the fact that Grundy did not directly communicate the cultural differences he was observing to Ananth and Fernandes likely prevented a better European business development strategy from being considered. On the flip side, it is likely that Ananth's cultural, and high self-efficacy beliefs on how business should be conducted caused him to antagonize the plan/do/review style that Avecia and Torcan use to conduct business. Since this feeling was not communicated, however, other business unit members were not able to work collectively with Anath to reach a compromise. On the whole, the negative emotions caused by the silence between business unit members led to them be uncomfortable interacting with one and other, even in the same room (as shown by the fact that they were all on their phones at the start of the breakfast meeting).

To encourage the creation of more effective communication channel, Fernandes should use a positive reinforcement style with Anath, Scherrer-Pangka and Grundy to encourage effective communication starting as early as the breakfast meeting. Such a style could involve him starting to show that he is committed to developing strong relationships both between business unit members and between the overall unit and himself. Fernandes could achieve this in the short term by managing and facilitating open discussion at the breakfast meeting to encourage a collaborative conflict resolution style (Johns, Saks, 2013, p. 459). In a more medium term time frame, Fernandes could also hold weekly group meetings with Scherrer-Pangka, Ananth, and Grundy and manage interactions during these meetings to deal with any interpersonal conflicts using a win-win conflict resolution strategy to ensure that the business unit remains unified and focussed on the larger business issues at hand.

Finally, Fernandes should also establish a communication channel between the Indian manufacturers and both the PDS and PMS divisions so that crucial information can be relayed back to upper management on the progress of clients' drugs. To do this, Fernandes could coordinate with the heads of PDS and PMS to appoint ambassadors from each division who would oversee and collect information on the manufacturing process before reporting back to their superiors. Besides allowing important information to be conveyed back to higher level management without requiring their direct involvement, this strategy would also provide manufacturers with more direct attention, a fact that, as the Hawthorne experiment showed, will help increase productivity and job satisfaction on the manufacturing floor.

2.3 Ineffective Employee Transition Strategy

The final major issue experienced at NPIL stems from the fact that after the acquisition, it seems that little effort was put into transitioning new business unit members into their new roles within the company. For example, immediately after the acquisition, there is no mention of Fernandes organizing any team building exercises to promote a sense of unity within the business unit. This may be because Fernandes, coming from a consulting background, simply lacked the managerial experience, and thus the confidence required to build strong relationships between business unit members.

Furthermore, it also seems that major oversights were made in selecting new positions for certain members of the business unit. This is best demonstrated by considering Grundy, who, before the acquisition, played a major role in Avecia's business development. After the acquisition, however, he was actually placed below his former peer Scherrer-Pangka in the organizational chart, and was stripped of many of the benefits he experienced at Avecia. In addition, Fernandes placed Ananth at the same level as Scherrer-Pangka in the organizational chart, but requested that both she and Grundy report to Ananth as well as to him directly. Having people at the same organizational level report to one another as well as to their superiors breaks one of the fundamental pillars of a bureaucratic company (Johns, Saks, 2013, p. 13), causing conflict within the organization and making it easy for some members to feel as if others are going behind their backs to make decisions.

To resolve these issues, Fernandes should first emphasize his dedication to building strong rapport both within the business unit, and between himself and unit members. In the short term, this could be accomplished by holding a business unit team building event during the corporate retreat that would help to alleviate tensions and promote synergy within the unit. As mentioned in the previous section, holding weekly team meetings would also act as a valuable team building exercise. A final action that Fernandes could perform to alleviate the fragmented business unit would be to hold one-on-one meetings with each business unit member to establish stronger communication channels, to ensure that each member feels like an important part of the business unit, and to make certain that all issues are brought to his attention immediately.

To resolve tension stemming from business unit members who feel they are in the wrong positions, it is recommended that the following hierarchical structure changes be performed: Firstly, as mentioned in section 2.1, Grundy should be promoted to Head of Business Development and Liaison for Departmental Customer Relationship Management to both increase his perceived organizational support and to increase the cultural diversity of NPIL as a whole. It is important to note that in this role, Grundy would work with Wen Lung Yeh to close larger-scale European contracts, while also working closely with Scherr-Pangka to advise on the closure of smaller-scale contracts.

It is also recommended that Ananth be promoted to the title of Executive Director of Global Business, a role that would be on the same level as Fernandes and see Anath focus mainly on spearheading the current business strategy and ensuring that its execution is going smoothly. Promoting Ananth to this role would increase his perceived organizational support, encouraging him to stay with NPIL rather than leave to work for a competitor. Furthermore, this promotion would give Fernandes more time to focus on analyzing customer, manufacturing and market data and use his extensive consulting knowledge to expand and focus NPIL's overall business strategy. Having Fernandes in this role would help give NPIL a competitive advantage, as having a data-driven approach to business would help the company react quickly and confidently to changing markets and customer demands.

Although not mentioned in the case, it is likely that if business unit members are in conflict as a result of poor communication and cultural differences, then there will also be some discontent felt by employees lower in the company hierarchy. A possible plan to combat this would be to create a corporate headquarters. Besides encouraging global expansion and acting as a hub for multinational business relations (Roland Berger), a headquarters could also provide organizational learning services to unify employees' understanding of corporate vision, and company culture. For instance both Grundy and Fernandes could work together to create a program (distributed in both classrooms and online) that would both further employees' understanding of cultural differences between Indian and Western businesses, while also clearly communicating the "cradle-to-grave" vision of NPIL. Such a program would allow NPIL to become more of a learning organization, allowing it to develop its employees, increase its profits and encourage the retention of its essential employees (John, Saks, 2013, pp. 572-573).

3.0 Recommendations and Rationale

The following section contains Team Hodor's recommendations for short, medium and long term solutions, as well as a short rationale for each.

3.1 Short Range Action Plan

Below is a prioritized list of action items that Fernandes should address during the breakfast meeting.

3.1.1 List of Prioritized Recommendations

#	Action Item	Prioritization
1	Fernandes should assert himself as the leader of the business unit and demonstrate his commitment to create a more direct communication channel between himself and his reports.	High
2	Fernandes should encourage each business unit member to express his/her concerns in a constructive way. This would allow all business unit members to understand the way his/her partners are currently feeling, allowing all business members (led by Fernandes) to negotiate and resolve conflict in a collaborative manner.	High
3	Fernandes should establish a regularly occurring series of meetings where current issues can be discussed in a constructive manner. At these meetings, Fernandes needs to ensure that focus is not placed on petty interpersonal issues (i.e. pointing fingers), but rather on the larger company components that are leading to conflicts.	High
4	Fernandes could also talk with the rest of the business unit to organize some team building exercises for all members to participate in while on the retreat in Bangalore.	Medium

Table 1: Prioritized recommendations for short-term action plan

3.1.2 Rationale

#	Rationale for each Action Item
1	In order for any business to succeed, it is important that managers take the time to devote good rapport with employees (Johns, Saks, 2013, p. 373). As a result, it is important that Fernandes demonstrates that he is committed to establishing effective communication channels with his subordinates.
2	Direct and honest communication is necessary to solve both interpersonal and business strategy issues in a way that will benefit all parties involved. As a result, it is important that Fernandes encourages business unit members to share their thoughts and concerns using a continuous and immediate reinforcement method to obtain a fast response. Furthermore, solving conflict using a collaborative conflict resolution style often increases productivity and achievement (Johns, Saks, 2013, p. 459).
3	As described in the article "Is Silence Killing Your Company?" (Perlow, Williams, 2003), it is important for managers to redirect focus from simple interpersonal conflicts to the overall business issues that are causing conflicts.
4	Team building exercises are effective in increasing the effectiveness of teams by improving team relations, and by clarifying both business goals and hierarchical roles (John, Saks, 2013, p.580). Depending on company budget, team activities could be an effective way to alleviate tensions within the business unit.

Table 2: Rationale for actions specified in the short-term action plan

3.2 Medium Range Action Plan

Below is a prioritized list of action items that Fernandes should address within one month of the breakfast meeting

3.2.1 List of Prioritized Recommendations

#	Action Item	Prioritization
1	Fernandes and Ananth should re-iterate the “cradle to grave” business strategy and ensure that all business unit members have a means of providing feedback on it. Fernandes can then compile synthesize and analyze it this information and work it into an efficient operant based business strategy that Ananth will effectively execute and deliver to all departments and processes.	High
2	Fernandes should hold one on one meetings with Grundy, Ajit (assuming Ajit is the head of PMS) and Scherrer-Pangka to clarify their individual roles within the companies overall business development strategy	High
3	Fernandes and Ananth need to explain the rationale behind the corporate restructuring plan so that each business unit member understands how his/her division falls into the company’s overall business plan.	High
4	Fernandes should work with Veronica and Ajit (assuming Ajit is the head of PMS) to appoint ambassadors that will be placed on the manufacturing plant to ensure that drug process is communicated accurately back to Veronica and Ajit.	High

Table 3: Prioritized recommendations for medium-term action plan

3.2.2 Rationale

#	Rationale for each Action Item
1	Allowing business unit members to provide feedback on the overall business strategy will increase their perceived organizational support by making them feel more valued and involved in the company. Furthermore, this helps to establish a communication channel between Fernandes and his reports, allowing him to obtain valuable information and opinions that can help shape NPIL’s business strategy and provide information on whether the “cradle to grave” business strategy is viable moving forward.
2	This demonstrates Fernandes’s commitment to developing a strong rapport with his direct reports. It also helps to increase business unit members’ perceived supervisor support, which in turn boosts their perceived organizational support (Johns, Saks, 2013, p. 102).
3	By explaining this restructuring, Fernandes will ensure that everyone understands how they fit into NPIL’s big picture, and how they can grow their own careers within the company. This will help to reduce hierarchical conflicts and will encourage business unit members to focus on the roles they have been assigned, rather than the roles they held previously.
4	Having ambassadors will allow for information to be relayed PMS and PDS division heads without their direct involvement, allowing them to focus more heavily on their roles within the company. As per the results of the Hawthorne experiment, it is also likely that having ambassadors on the manufacturing floor will help to increase manufacturer productivity.

Table 4: Rationale for actions specified in the medium-term action plan

3.3 Long Range Action Plan

Below is a prioritized list of action items that Fernandes should address within one year. For a summary of the resulting organizational structure after the recommendations below are implemented, see Figure 2 on page 16 below.

3.3.1 List of Prioritized Recommendations

#	Action Item	Prioritization
1	Grundy should be promoted to the Head of Global Business Development and Liaison for Departmental Customer Relation Management to act as a bridge between Western and Indian business cultures while also being in charge of assisting in the closure of large and small scale contracts	High
2	NPIL's upper management should work together with Grundy to create a knowledge base/cultural training center (most likely online or in the classroom) that all NPIL employees would be required to participate in to heighten their understanding of the business strategy and the cultural differences between the West and India.	High
3	Ananth should be promoted to Executive Director of Global Business and be placed in charge of spearheading the current iteration of NPIL's strategy	High
4	Fernandes should leave execution of business strategy to Ananth and focus more on developing future business strategies based on the analysis of customer and business data.	High
5	The formation of a corporate headquarters in India should be considered by Fernandes and senior NPIL management.	Medium

Table 5: Prioritized recommendations for long-term action plan

3.3.2 Rationale

#	Rationale for each Action Item
1	This puts Grundy in charge of his own team and also shows that NPIL values his cultural expertise and opinions and wishes to include him more in the process of making important business decisions. This would increase his perceived organizational support, boosting his productivity and increasing his job satisfaction.
2	This knowledge base/cultural training would increase NPIL's commitment to cultural diversity and equality, thus reducing the amount of culture conflicts within the company and increasing the perceived organizational support of all employees (Johns, Saks, 2013, p. 103). Furthermore, creating a knowledge base that outlines the overall company strategy would encourage a sense of unity within the company, and help to firmly establish the role of each division within the company.
3	Due to the fact that Ananth has the most experience in global business development in the pharmaceutical industry, and the fact that he has a vested interest in the "cradle to grave" business strategy (since he was heavily involved in its creation), it makes sense to promote him to a position where he will be able to oversee the execution of this plan.
4	The case states that Fernandes is uncertain of whether or not the business strategy he helped create is the correct one moving forward. In attempt to answer this question, Fernandes should be in charge of analyzing customer and business data in order to devise new strategic focusses for NPIL.
5	A corporate headquarters promotes global involvement and expansion while centralizing the decision making power of a company to help cement cross-continental business relations. A corporate headquarters could provide services to improve employee's corporate knowledge and perspective through organizational learning services such as the one outlined in section 2.3 above (Roland Berger).

Table 6: Rationale for actions specified in the long-term action plan

4.0 Conclusion

On the whole, NPIL's organizational behaviour-related issues can be attributed to cultural misconceptions, ineffective communication, and the lack of an effective employee transition strategy. To help alleviate these issues, Team Hodor suggests that a variety of actions be taken in the short, medium and long term. At the breakfast meeting, it is important for Fernandes to encourage respectful communication between business unit members. Besides demonstrating that he is willing to listen and take the time to build strong one-on-one relationships with business unit members (a fact that will increase each member's perceived supervisor support), the increased level of communication will make it easier for conflicts between business unit members to be resolved using a collaborative conflict resolution style (a fact that will promote synergy and productivity within the business unit).

In the medium term, it is important for Fernandes and Ananth to reiterate the "cradle to grave" business strategy to ensure that Grundy, Ajit (assuming Ajit is the head of PMS) and Scherrer-Pangka are aware of how Avecia and Torcan can provide maximum value to NPIL's customers. Ensuring that business unit members are able to provide feedback on NPIL's business strategy will also increase their perceived organizational support, while further strengthening the communication channels that Fernandes will have started to put into place. Having Ajit and Scherr-Pangka appoint ambassadors who will work on the manufacturing floor to relay information back to their superiors will also help to increase manufacturing productivity (as per the results of the Hawthorne experiment) while also enabling Scherrer-Pangka and Ajit to focus less on the details of manufacturing and more on the execution of NPIL's large and small scale business development plan. Finally, having ambassadors will also give Fernandes important insight into the manufacturing process at NPIL, allowing him to identify problems early and work with Ananth to make changes to NPIL's business strategy as necessary.

In the long term, Team Hodor suggests that NPIL should be restructured as per Figure 2 below. Grundy will be promoted to Head of Business Development and Liaison for Interdepartmental Customer Relations Management, a role which will allow him to use his cross-cultural experience to run his own team that promotes multi-nationalism and diversity within NPIL's corporate culture. Besides boosting his own perceived organizational support, the existence of a diversity program at NPIL would help to improve the overall perceived organizational support of NPIL's employee base as a whole and would also help to reduce cultural misunderstandings between Western and Indian employees. Team Hodor also recommends that Ananth be promoted to Executive Director of Global Business. This promotion will resolve the conflicts arising between Ananth, Grundy and Scherrer-Pangka as a result of the unclear hierarchy structure between them. Besides this, it will also encourage Ananth to remain at NPIL and will also free up Fernandes, allowing him to use his existing consulting knowledge to refine NPIL's business strategy by analyzing both customer and manufacturing data.

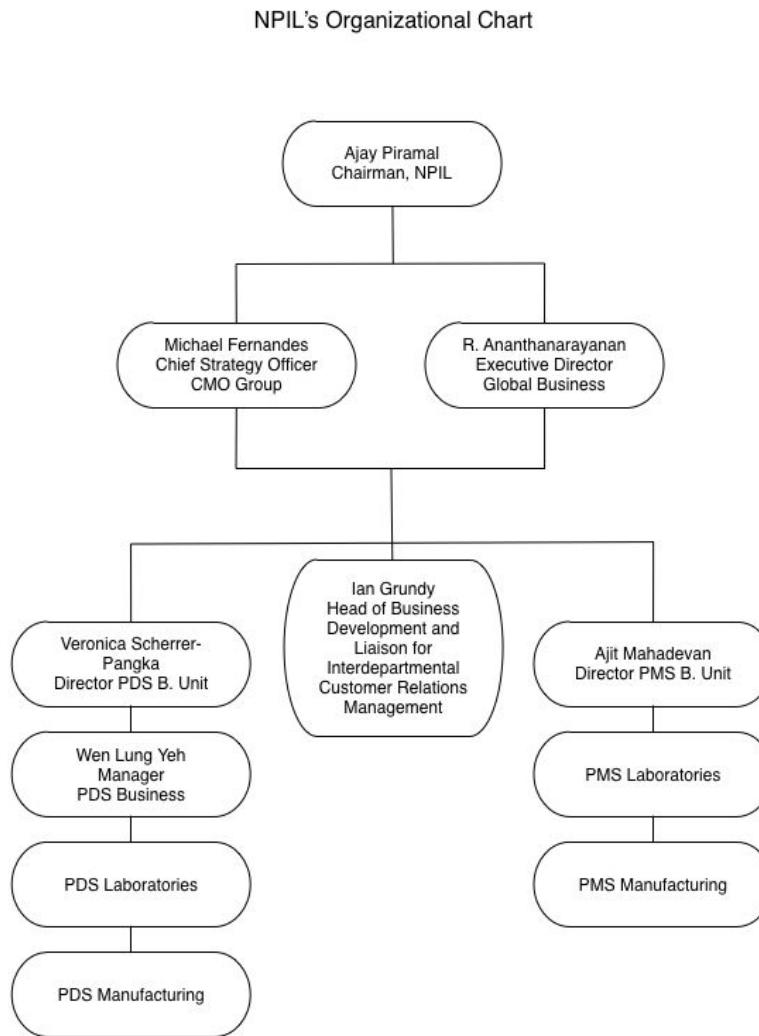


Figure 2: Proposed modifications to NPIL's organizational structure

In conclusion, by restructuring NPIL's corporate ladder while catering to each business unit member's strengths and personal agendas; working to create stronger communication channels that promote effective conflict resolution and boost perceived organizational support; and ensuring that all business unit members understand their roles within the company, Michael Fernandes will be able to alleviate many of the organizational behavioural issues currently affecting the senior ranks at NPIL. This in turn will allow the company to evolve and move forward as a whole, as Ananth, Grundy, Fernandes and Scherrer-Pangka will all be able to work more closely together as a synergistic team to accomplish NPIL's business objectives.

5.0 References

Johns, G., & Saks, A. M. (2013). *Organizational behaviour: understanding and managing life at work* (9th ed.). Toronto: Pearson Canada.

India-US Nuclear deal The diplomacy-cultural context. (2006, July 19). *The Hindu Business Line*. Retrieved July 15, 2014, from <http://www.thehindubusinessline.com/todays-paper/tp-opinion/indiaus-nuclear-deal-the-diplomacy-cultural-context/article1740157.ece?ref=archive>

Perlow, L. & Williams, S., Is Silence Killing Your Company, in the *Harvard Business Review* 2003 May; Vol. 81 (5), pp. 52-8.

Corporate Headquarters | Functional know-how | Expertise | Roland Berger. (n.d.). www.rolandberger.com. Retrieved July 16, 2014, from http://www.rolandberger.com/expertise/functional_issues/corporate_headquarters/

India. (n.d.). *The Hofstede Centre*. Retrieved July 21, 2014, from <http://geert-hofstede.com/india.html>

