## Professional Practices in IT FALL 2022 Assignment No. 1

**Start time: 12th Sept 2022 9 am Submission due: 18th Sept 2022 6pm**

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.

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?

In order to get the recognition of GPTW , GPTW Institute studies two aspects of an organization by below mentioned frameworks.

Employee-centric Framework: in this framework GPTW institute measures the trust, pride and friendship among the employees and the organization by having survey from working employees.

Culture Audit: In culture audit, organizations prepare and submit questionnaire in order to understand the employees’ practices, philosophy and values of organization.

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

Employees are the most important for a workplace to become great for working. As Brad Smith, CEO of Intuit Inc, himself said that “employees are like air - three minutes without them and you are done”.

Furthermore in 2016, a hat-trick year for Intuit for being on top-10 list of GPTW , Anand appealed to employees that if we want to look at the road ahead , we want YOU to be the part of conversation.

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?

They established culture of listening by creating portal of “Ask Vijay” where employees can post their complaints and queries anonymously. For timely feedback, company started three times a year survey called “Pulse” in 2016.

They started hiring students from top colleges and schools for early career talent. They provided internships to them, to which majority joined the company afterwards. “Design for Delight” innovation workshops were also held for giving practical experience to students.

They started hiring the experienced ones through model called “Awesome Assessors” which helped the company select the best candidate for particular position.

In order to enhance the performance management, there were “monthly check-ins” between employees and managers in which they set goals and discuss performance. For productive feedbacks between managers to members and employees to peers, Situation-Behavior-Impact model was used.

Reward and recognition also played an important role in the inclination of the company. For e.g., entire business units and leaders celebrate the 5-year and 10-year service anniversaries of their employees. Also paid trips for the employees having high performances.

Company also launched “Intuit-Again” for female technologists in order for them to restart their career after a break. (Exhibit 8). Through this initiative, female employed percentage at Intuit raised from 13% to 27%. For employment opportunities of differently-abled people, Intuit launched “Intuit Ability Program”.

For the ownership, Intuit also started a campaign called “I am Intuit” for their employees which provide them the feel of being an advocate of the company rather than just a participant.

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?

Soft aspects such as values, culture, leadership style and behavior, employee involvement and pride build a great workplace. The leadership role played a vital role in bringing Intuit from top 10 to top 1. Anand realized that he, as a leader, does not have all the answers to questions and he put aside his leadership and work and learn from the ground members. Giving up control was an important lesson for Anand himself and the team members also. The company can progress only when they do collective experience sharing and learning. Accepting what Anand did not know and his interest in learning from juniors made a powerful impact in Intuit for other managers and employees.

We learn from the leadership style of Intuit that in order to make progress and betterment of the company, the power of managers and leaders has to be put aside and every team member and managers should work together and learn from each other. There should be no shame in learning from juniors. Developing this culture is what a true leader would do.

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

I learned a lot from the culture of Intuit India. I will try to build the culture I learned in this article if I have such authorities. If in my life I play a leadership role then I will try not to be a leader. I’ll try to put my team members together.

## 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.

Intuit India commenced a framework called “Assessing for Awesome (A4A)” which helped them recruit the best candidate for a particular position. Framework has a list of must-have skills in order to apply for a position (Exhibit 6). On the interviewing day, the team make the hiring decisions based on the skills of the candidate, thus giving the company the best candidate or manager.

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.

In order to avoid facing problems with your coworkers or seniors while working with them, the most important thing to keep in mind is taking “Responsibility for Relationships”. We have to accept the fact that other persons are as much individual as we are. Understanding your team members is the first secret of effectiveness so that we can make use of their strengths and they can make use of ours. Another thing to avoid personality conflicts is taking responsibility of “communication”. As example given in “Managing Oneself” that high grade specialists must educate the marking VP and marking VP must educate and communicate with her co-workers. Then comes “Trust”, which means to understand one another because “trust builds organizations not force”. [Reference: “Responsibility for Relationships”].

Q 2.3 Being CEO of the Intuit company how ‘Values’ could be important for you, your organization and

employees at Intuit.

Values must be the important thing for any organization because when there is incompatibility between employee values and an organization, there will be conflicts and frustration and an employee can end up being quit from the company. A person’s value must be harmonious with the organization’s values. At least they must be more or less coexist rather than completely same in order for a person to produce results and don’t get frustrated. Like in the case human resource manager whose example is mentioned in the “Managing Oneself” article who quit after get conflicts between her work and the organization. If values would not be put into consideration, we’ll end up losing employees. There should be “mirror test” in which a we should measure that whether there is personal growth or not. Personal growth will produce the results. Like in the example of church mentioned in “managing oneself” article, the second church who believes in the spiritual growth retained far larger number of newcomers than the first church who measured success by number of newcomers. [Reference: “What Are My Values” ]

# 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.

New rules at google made a stark shift at google of freedom of speech or open communication. Pichai himself mentioned that they are struggling with employee issues and as a result Google also did not make in top 100 list of Fortune companies. Also google president and CEO Page and Brin shift their responsibilities to Pichai and stop being attending TGIF meetings. These changes at Google must be revived in order for Google to regain their position. [Changes at Google]

Employees freedom of speech is necessary in order for them to feel ownership. Employees must feel pride in their organizations as they like air and without 3 minutes of air the company is done. Google must keep in mind these things related to employees. A small affect on employees brings larger output to company.

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?

I think that aspects such as values, culture, leadership style and behavior, employee involvement and pride make a place great to work because Intuit India’s journey around 600 companies tell us these things. Coming in top 10 great places to work and from top 10 coming to number 1 just because of the aspects mentioned above. Although free food, laundry, car wash, rewards, incentives retain employees from quitting the workplace and keep them motivated but for a GPTW, values, leadership, ownership, culture of listening, diversity and employee network are fundamentals.

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).

Companies that are responsible in its culture appeared to harvest benefits. According to 2017 survey, due to poor company’s culture, 50% employees are seeking to leave their workplace. Therefore, Intuit has to be in its culture. They should keep in mind that different people have different values and working style. All employees must to be able to work according to their strengths. Different strengths will produce productive results. Also 2015 study showed that strong culture corporates tend to produce 2.6 times more than weaker corporates. [Reference: workplace culture]

# 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.

Limited company has both advantages and disadvantages but it would be wise to form yourself into limited company because

1. Limited liability: protection from personal liability due to separate legal entity
2. Avoidance of double taxation: members’ income treated as company’s income
3. Distribution flexibility: company not responsible to distribute equal income.
4. Simplicity: less legal requirements
5. Members controlled: business can be managed freely by memebers

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

1. Cost optimization: hiring, training, software, rent, taxes expenses get cut
2. Continuous workflow: allows doing jobs and solving issues overnight
3. Flexibility: helps in managing temporary tasks without overspending on hiring or firing procedures

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?

Needs of exit plan:

1. Provides a well-defined plan of action for company
2. Helps in new opportunities and capitalization
3. Keeps company in shape by keeping it productive
4. Helps in growth within business and in taking right decisions

## 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.

1. Online orders
2. Services on video chat
3. Keeping team engaged to maintain high spirit
4. Communication with stakeholders

b - The start of ‘work from home’ paradigm.

1. Set up functional workspace
2. Weekly reporting, scrum meetings
3. Define clear goals to achieve from home

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

1. Structure your day that allows to integrate you at your pace
2. Revision of rituals before coming to office
3. Be gentle with yourself

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