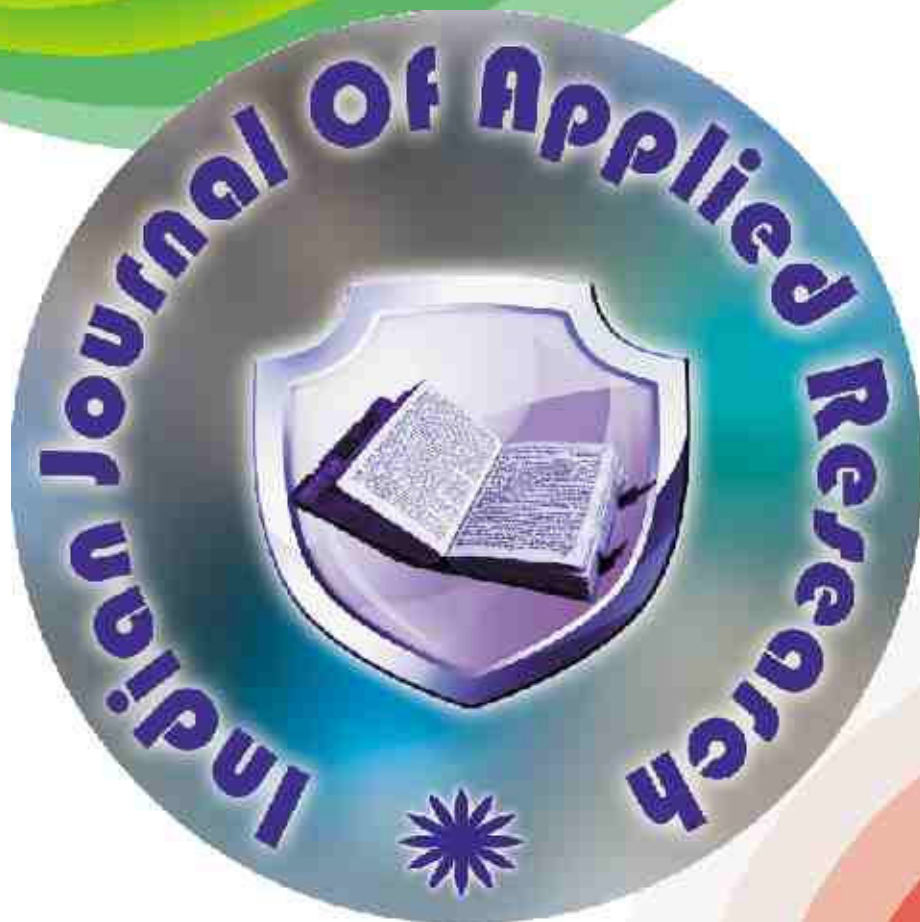


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Behavior Management: A Ready-made Soup For Indian Managers

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ABSTRACT

Indian managers should realize the importance of behavior management in today's globalized economy. The understanding, predicting, influencing and controlling of human behavior at work places should be done based on empirical evidences and using Indianized tools and techniques. Researchers and practitioners should focus on developing indigenous theories that will support Indian managers to manage work place behaviors. Managers should take an initiative to do research and study the Indian management history by taking guidelines from the Indian ethos. Indian managers should limit borrowing and neutralizing western and eastern management concepts and theories.

Keywords : Indian Managers, History, Western and eastern Management

Goal

1. To invoke the need for Indianized Behavior management
2. To invoke the need to upgrade the researches in India in the discipline of Organizational Behavior in order to serve a relevance between theory and practice
3. To invoke Indian managers to address the behavioral aspects of the employees and self to the core by taking support of the relevant theoretical frameworks.

Thesis statement

1. For effective Human Resource Management in India, Behavior management is essential.
2. Indian organizations should realize the importance of "proper understanding and prediction based on Indian research-based guidelines for managing behavior of employees at work place"
3. Indian managers should influence and control the behavior of employees asking support of the Indian ethics and empirical evidences of their personality attributes and behavioral responses.
4. And for gaining insight about others, Indian managers should thoroughly introspect and do a self assessment in terms of their own attributes & behavioral responses. "For walking in others shoes, you should have sufficient practice of walking in your own shoes."
5. And this behavior management should not be done by merely borrowing the theories propounded by OB researches in foreign countries. Theoretical guidelines should relate with requirements of the Indian Organizations. So, Indian organizations and Indian researchers should innovate ways of behavior management that will suite the working population in India.

Main body

Part I

Organizational behavior is a discipline that discusses the ways in which a manager can manage his human resource by managing the behavior of people at work. It brings about the ways in which a manager can understand, predict, influence and control the behavior of employees to achieve

organizational effectiveness.

To do this, theorists advice to investigate the collective impact that individual-self, group and structure have on work place behavior of any employee.

While, Human Resource Management focuses on various functions that are undertaken to acquire, utilize, develop the competencies of the employee and serve the organizational goals through collective efforts of employees. Goal-Aligned efforts mean successful utilization of the resource in an employee.

Today, Indian organizations are realizing the importance of Human Resource Management. It should be noted that the resource in an employee: Knowledge, Skills, Attitudes; and behavior of the employee both impact work place inputs of the employee. Utilization of this resource cannot be done by eliminating the behavior of the person, who is the owner of the resource.

Organizations don't hire people; they hire their resource which comes through the medium of their behavior at work place. As, the employee input comes through his efforts which come through his actions & reactions which is "behavior at work place". So, behavior management is essential.

Focus of a manager should be, "to channelize the behavior of the employee in a way that it will help in utilization of his resource in appropriate way and support to achieve organizational effectiveness."

This channelizing activity starts with proper understanding and predicting of the behavior of the employee. Understanding means "to know the meaning of". Predicting means "to foretell". So, without deep understanding of the personality attributes, a manager should not try to predict the behavior. This understanding should be based on the guidelines given by research findings that are relevant to Indian context. As:

1. Human beings are very complicated creatures;
2. Geographical boundaries generate sufficient differences in human behaviors and increase complications.
3. Borrowing foreign-based research guidelines for investigating the human behavior at work place reduces the applicability and further complicates the task of understanding and predicting the behavior.
4. Understanding huge number of employees to the core is easy to say but difficult to do.

5. Moreover, what exactly needs to be understood are only those factors, which are relevant from the organizational perspective.

Further, channelizing activity ends with proper influencing and controlling of the behavior of the employee. Influence is "the power to affect people, actions or events." Control is "the right of directing or of giving orders, power or authority." For performing any of these two functions, a manager needs to gain sufficient knowledge of the personality attributes, perceptions, responses and situations in the life of the target employee and then decide where and when to influence and control respectively.

There are some controversies over the ethics of controlling employee behavior, as well as, the manner in which employee is treated. One can easily observe these controversies in Taylor's approach and Human Relations approach. These ethics that govern behavior also differ with from country to country. So, the manager should study the ethical aspects and then apply controlling measures.

Any behavior management through understanding, predicting, and influencing, controlling activity will gain significance only when it is backed up by empirical evidence about the employee (the dictionary definition of empirical evidence is evidence relating to or based on experience or observation). This type of evidence is necessary for a theory to be confirmed.

So, observing and recording the fundamental consistencies in behavior gains importance in this.

Part II

The efforts mentioned in Part I are undertaken to manage others. But it is essential for any manager to be able to manage self as well. For this, introspection, self assessment is very much needed.

Swami Vivekananda:

"There is a story of a mother coming to Vivekananda to change the habit of eating jaggery and he asks them to come another time as he himself had that habit and wanted to stop it before talking to the child. Vivekananda was a great personality who preached and practiced the same"

Indian organizations should do reality check:

1. If people designated as managers get time to manage self: understand, predict, influence, and control self.
2. Whether they are aware of their own needs, aspirations, motivational levels, jealousies, conflicts, stressors, prejudices, stereotypes, etc.

As:

1. Behavior management is a complex task as behavior is not 100% predictable.
2. Person assigned to manage activities of others is not free of his own complexes and biases
3. These biases merge with his perceptions about others and many a times result into misinterpretations.

So, manager should be a self manager as well.

Part III

It is essential to possess a sound and reliable theoretical base to support the behavior management in Indian organizations.

Many theorists, philosophers, psychologists have laid down theories that serve as a guide for Behavior management.

During 1960s-1970s, the field of studies was strongly influenced by Social Psychologists and the emphasis in academic study was on Quantitative research.

Starting in 1980, cultural explanations of organizations and change became an important part of the study. Qualitative methods of study became more acceptable, informed by Psychology, anthropology, sociology.

Out of these contributions which form to be roots of the OB Tree, major contributions have been made by the US based researchers. It is not like Indian has no Management History.

But the contributions are not globalized because Indian Management Practitioners tend to practice that what is followed in the West and the East.

Here are some historical updates: Refer to the following Table Table 1:

Name of the Contributor	Year	Origin	Contribution
Plato	Born between 429BC-423BC	Greek	Essence of Management
Aristotle	384 BC-322 BC	Greek	Addressed the topic of persuasive communication: a mode of communication concerned with inducing or urging the adoption of certain beliefs, theories, or lines of action by others
Niccolo Machiavelli	16 th century	Italian	Foundation for contemporary work on organizational power or politics
Adam Smith	1776	Scottish	A new form of organizational structure based on the division of labor
Max Weber	18 th Century	German	Rational organizations and initiated discussion on Charismatic Leadership
Frederick Taylor	Later half 18 th century	American	Systematic use of goal setting and rewards to motivate employees
Elton Mayo	1920	Australian	Productivity studies at Western Electric's Hawthorne Plant, US; Concepts of Teams, motivation and actualization
Chester Barnard	1938	American	Book: "Functions of executives"
Henri Fayol	1916	French	Book: "Administration Industrielle et Generale"
Frederick Herzberg		American	Two factor theory of Motivation
Abraham Maslow		American	Pyramid of Needs
David McClelland	1950-1990	American	Achievement Motivation theory
Victor Vroom		Canadian	Expectancy theory of Motivation
Douglas Mc Gregor	1960	American	Theory X and Y

Indian management History

Dr. Subhash Sharma in his research article says:

"The history can be traced to at least 3 overlapping phases:

Phase 1:

With the Establishment of Indian institutes of management, the focus was on application of management concepts in Indian context. During this period, management profession in India, that was largely based on Transfer of technology paradigm, wherein tools & techniques developed in other contexts were applied in Indian context and were considered value neutral and cultural neutral in application."

Taking a look at the Phase 1 the question arises that what has really changed as of 2011?

Many organizations are still applying western or eastern concepts with value neutrality. Many organizations lack the awareness of the availability of such tools and techniques. Take example of places like Ahmednagar, Aurangabad, Dhule, and Chandrapur in Maharashtra where people don't know what behavior management is. It is only some of the organizations metropolitan cities which are making the noise about behavior management. What is the state of rest of the country?

Phase 2:

Scholars argued that cultural context of management techniques is critical to the success of their application.

Viman Gupta (1991) - Observed the contradictions & dualism between the professed policies & actual practices in Indian management.

Rajen Gupta (1992) - Stressed the need for moving beyond Western & Japanese Management theories and argued for developing Indian Management theories rooted in Indian Psyche.

Scholars and Practitioners started looking at the ancient Indian literature to observe its relevance for better functioning of organizations. From the study of ancient literature and experience of the entrepreneurs, mid-size enterprises and street market, etc; emerged a new movement viz. Indian ethos in management to explore the Indian dimension management."

Now, the question arises that, as of today, are the Indian organizations practicing behavioral management based on Indian ethos?

Indians have examples of Shivaji Maharaj, the way he managed the territory of Maharashtra for several decades. They also have Bhagawad Geeta which quotes, *"I shall now explain to you, without holding back-knowledge and its realization, by understanding this there would be nothing you don't understand"*. But to adopt techniques from these ethos the managers need to have courage and patience.

So, many prefer the short cut of picking that what is done by foreign organizations.

It's still the same, "borrow and apply" principle that is working in many organizations.

Phase 3:

Arrival of knowledge era helped to establish the concept of Indian management. Scholars started realizing the direct linkage between Indian ethos and management, which during the earlier phases of development of Indian management was very tenuous. Indian ethos acquired legitimacy, which many earlier scholars were unwilling to concede. The scholars and practitioners realized the need for a new blend of western and eastern ideas of management to take consideration ground realities and create new ideas from the ground that could become global later."

Has any of the Indian creation in management gained global recognition till date? Are foreign companies following on any of the Indian practices for Behavior management?

Indians are very well aware of the answer to these questions. The realization of the importance of Indian ethos' relevance for management has come around 20 years back. India is still not completely gearing up in an expected way.

Senior Practitioners are taking efforts to change this scenario. It's not that nothing is being done but lot needs to be done here onwards. Following example shows that if determined to do, Indians can innovate ways for management.

Meera Shenoy, till May 2010 Executive Director EGMM ,Govt of Andhra Pradesh; currently Executive Director , Wadhwani foundation shares with a magazine named "People Matters" ,that, "With industry experts, we created new training modules, hired simple local teachers and transformed them to market linked trainers & invited companies to come for campus recruitment India needs hundreds of these home grown models, where every gap in moving vulnerable youth from unemployment to their first job, is taken care of."

Many companies are orienting employees on behavioral skills by imparting trainings. However, when it comes to application or implementation of learnt skills, all learning's fail. The reason is that there's a gap between the knowledge

imparted and requirements of the real life scenario in Indian organizations.

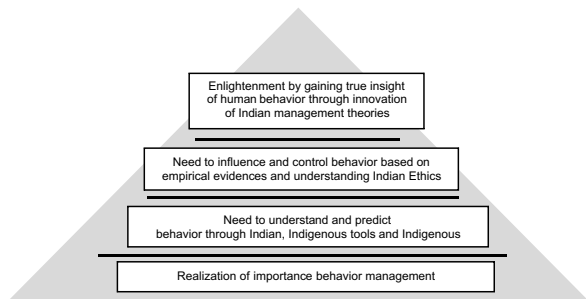
So, it must be understood that solutions that Organizational Behavior or Behavior management theories offer, suite respective countries for which these solutions and theories are developed. There is need to develop new, indigenous meaningful solutions through researches on Indian organizations , understanding their requirements to join the competition and understanding where things go wrong.

This will help to address Indian behavioral problems and help to do the Behavior management in an effective way. So there needs to be presence of more relevant guidelines and theoretical support for true success of the behavior management activities.

These innovations will actually support to change the picture of the organizations in India in a better way. As, better management of behavior will help to expect better performance of the employee and which will contribute to effectiveness of the organizations.

Conclusion:

Human life consists of 4 important aspects:



The target of any behavioral research should be reaching the stage of enlightenment which is top of the pyramid for observing meaningful changes in ways of tackling employee behavior. Indian organizations should try to head towards this final stage to gain true insight of human behavior.

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