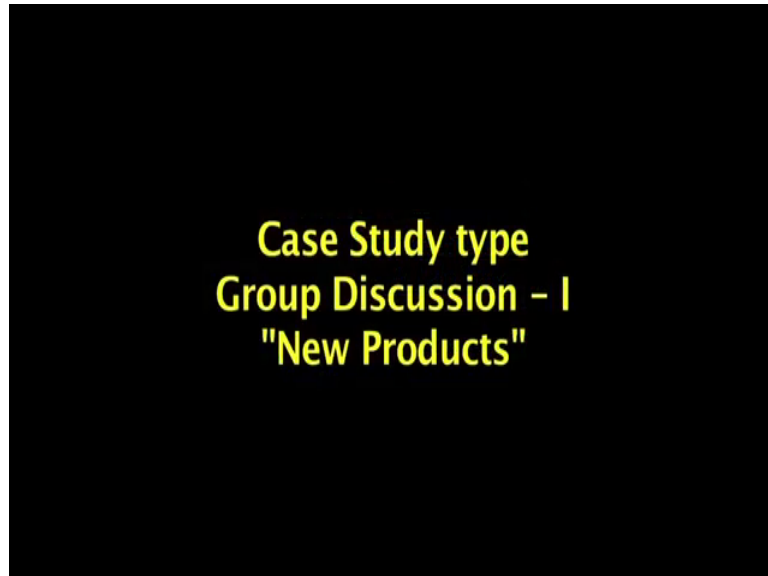


Employment Communication- A Lab Based Course
Prof. Seema Singh
Department of Humanities and Social Sciences
Indian Institute of Technology, Kharagpur

Lecture – 27
Group Discussions Lab (Practice Session) 2

(Refer Slide Time: 00:21)



(Refer Slide Time: 00:23)

NEW PRODUCTS

SITUATION
You work for the Encore Battery Company (EBC), which has two factories in Kolkata. Your company is the largest lead-acid battery manufacturer in Asia: you have about a quarter of the 'renewal market' (when car owners change their battery), and nearly a third of the 'original equipment Market' (supplying car manufacturers with batteries for new cars). Currently you supply batteries to Maruti, Indica, Daewoo in India and Proton in Malaysia, GM in Thailand.

Like every company, you want to increase your turnover. However, from a sales point of view your problem is that you cannot very easily increase sales in either of your markets with your current products: car manufacturers do not want to be over-dependent on any one supplier, and on the renewal market competition is very fierce.

You are all agreed that the only way forward for EBC is to produce new products, possibly for new and different markets; however; you do not agree at all on which products to bring out.

You must decide:

- Which sorts of new products should you produce and sell. To break into new markets and to increase the turnover and profits of EBC?

I am Pooja Katwani.

Hello everyone, I am Akshay Khurana.

Hello, I am Varsha Vijay.

Hello, everyone I am Ankur Agarwal.

Hello, I am Alonita Roy.

Hello everyone, my name is Mohammed Hashim Ali.

Hello, I am Kaustub Sengupta.

So, today we are here to discuss about a company called Anker Battery Company; they are the highest like largest lead acid battery manufacturer, but like every company they want to increase their turnover, but they are facing some problem to increase their sales. So, we are here to discuss about how they can increase their sales. So, here in the case it is given that they are planning to introduce new products, but we are good variety of options of new product.

So; friends, let us just discuss the facts it is given that 25 percent of the market of EBC goes to the renewal market that is the manufacturer renewal batteries. And 33.33 percent of the market share goes to the new equipments. So, the main problem that is identified by the consumers is that they do not want to be over dependent on the EBC company alone. And the second and the most important problem is that they do not wish to actually be dependent on the renewal source of their market.

So, talking about the second problem, EBC needs to identify the second problem more and increase its renewal market share. One possible solution of increasing their renewable market solution is to decrease the prices at which they are selling. Because it is given that there is a very fierce competition in the market ok. And talking about the fierce competition, if we reduce the price at a certain extent, then at least out of the two problems; the second problem that is a renewable market share problem will be resolved to a great extent. Adding to this I like to ask your opinions for it.

Yeah one is.

Actually according to yeah means opinion of Ankur, that as I know that this is a industry there is a monopolistic competition, because there is a free entry or exit of any new companies in this particular area.

So, that is why I think if you are going to increase your sales then there should be some valid reasons for your product so that everybody can purchase. Like there is different kind of companies in this market like Luminous and Exide of the Kolkata region that is Exide is very famous. As according to this company is also very successful, but still if you are not going to make your product in a very efficient way; maybe in the term of the long-time of the product and as well as there is some another features which is giving the value of your particular product then you are not able to survive and as well as you increase the product.

Yeah.

What I think is I think that there are two options that company had left with. I think as my friend told that the batteries they are already making for the cars and they should be going the same, they should prepare they should make the same car batteries or they should offer batteries that are used in the small vehicles like vans or cars and as my friend told that the competition is very fierce, and the prices should be lower. And what I think is the second option that the batteries that are made for cars and vehicle cars and vans, they are greaten four times cheaper.

So, what I think is that would we could reach the market and the sales would be I think the sales would increase, that let us discuss about that.

I would like to take from where Ankur left it like, we can increase our market share by decreasing the prices, but what I would like to add on is that why we are decreasing the prices we should not compromise with the quality, we can improve the quality of our batteries like increasing their lifetime so, that our renewal is not needed time and again. So, in that case we can attract customers who will be more going for the quality. So, yeah decreasing prices one of the solutions that can be provided, but at the same time we can look at you know changing something in our quality which will make our battery start apart from the a very.

(Refer Time: 04:05) point I will pick up from view point as I mentioned that we have different options to venture out whether we are increase the market share, we can offer batteries we can offer new kind of batteries, we can bring innovation in the (Refer Time: 04:20) sector of the battery industry.

Yes while we can come up with we can come up with new type of batteries, like mentioned the we can have come up with nickel cadmium batteries, lead acid batteries yes which are must more lighter and compact and durable.

So, we can to increase the market share what we have to do is the, we cannot give us to constraint in a sector that we have been doing on for ages.

Yes.

We can venture out on their (Refer Time: 04:37).

We should venture out (Refer Time: 04:39).

We should come out from the sector and venture a new sectors new sectors, come up with new batteries. Very good point my friend it is given that lead acid batteries are cheaper than the nickel cadmium batteries, but the main concern is capturing the market and it is not given that the firm is expected or is expecting to actually concentrate on all the money, what it is concentrating is.

Attracting the attracting the customer and.

So

Increasing the sales.

So, for this purpose for attracting the customer you can do the brand and I mean promotion of the particular product, which you have made maybe some facilities or extra features you have added, but you are not able to reach to the market.

Everybody features like the.

If.

Lighter and more compact and durability maybe.

Yes actually for this purpose you should promote this particular product, what kind of features we have bring in your product and you should try to connect with the users who is using these kind of products.

And this (Refer Time: 05:21) product is differentiated from the other market share holders like the competitors the like they will be able to capture the market.

So, always customers are ready for something different something unique. So, that unique product I think they should (Refer Time: 05:39).

Whatever you just refresh (Refer Time: 05:41) with the battery that we are making which we are (Refer Time: 05:43) last.

The competitions will be there, there will be the different giants that would come in and they would make the same product, I think we should mention out we should try for new products.

And I think we can (Refer Time: 05:53) what I think is the best option as we have right now.

So, for making our new product what I think like that for making new our product whatever we are designing, so, for this purpose we should try to connect with the garage workers who is particular working in this particular area; so that they can give the feedback of the customer who are using this particular product. So, according to their suggestion we can increase the technical competence in the batteries. So, this is also the way which we can implement the particular things in batteries of manufacturing industry and then through which we can increase our sales.

A very important point my friend I will talk only used in the automobile industry there in other industries as well.

So, we can venture out from automobile industry to other industries also I think Pooja had very important point, (Refer Time: 06:30) venture also I just wanted to say that yeah I we want to go for a new product, but I think we should really pay attention to our already manufacturing batteries those are lead acid batteries; because it does not only covers the small electrical vehicle, but it also covers the folk lift trucks and luggage

trucks as well. So, we have a larger market in that sense. So, we shall pay attention to that as well.

Yes like a nickel cadmium batteries we already covered that they are light durable and they have other advantages. So, like she said we can go for other batteries in the lead acid category like the standby batteries and the motive power batteries, which would help us you know for during that luggage lifting at airports and other stations and folk lift trucks and then standby batteries can be used for telly communications computers alarm system. So, yeah we should invest on there as well (Refer Time: 07:24).

Chances of products if we are investing in this cars and vans I think I would we would have much major share in the market and the sales would be much higher.

But we already a fierce competition from our competitors.

And also this can be. So, we have (Refer Time: 07:41) if we venture out of cars and.

We have markets like on traditional vehicles that we target. So, I think we can do better.

Again to Varsha.

We have customers like we have Maruthi Indigo (Refer Time: 07:50) Malaysian Thailand what we can do is that if we venture out some other countries also if we come out of those countries and go to some other countries and (Refer Time: 08:00) yeah we can target new markets we can target different markets also.

I would like to speak on the fierce competition part; I assume that there are many competitors in the market like my friend Hashim Ali mentioned about the monopolistic market. So, one possible solution according to me is to have a collaboration and introducing a mixed product into the market. See if a two or three if EBC combines with two or three other firms and produces a new product, which does not have a dependency on on financing the products. So, it can actually have a large share of the market as in intrude targeting other individual firms versus the come combination of EBC plus two or three firms.

Yeah (Refer Time: 08:37) according to his opinion he is actually right he said according to my opinion like example of Vodafone and Idea you can say an difference of another

product; like Vodafone and Idea has just taken a merge of with each other so, that is why they are able to sell their new product and new feature in the like in the industry and they are getting some more customers in a very well way. So, this is thing which he said like by being merge up with the another battery industries, we can increase our sales whatever we are product making.

They can actually create a monopolies in the market, that topic is a different topic only yes.

That is why (Refer Time: 09:09) just taken a (Refer Time: 09:10) mergers and joint ventures can be a selection (Refer Time: 09:12).

First we are actually focusing on capturing the market share yes. So, what needs to be done is to actually have a revenge against the entire our other competitors and have and shake hands with a two or three close competitors.

I will pick up (Refer Time: 09:25) ultimately it will increase the product I will pick up Ankur's and that you mentioned about collaborating other companies we can collaborate institutes also because different institutes are there.

Very good point my friend.

Different institutes are there in India who are who are come you know coming up and cutting a state you know as a resources like we have IIT.

So, that we can says is the technical.

Yeah they have different departments of chemical engineering departments of battery industry where they are collaborate. So, we can collaborate with different institutes of national importance and different science institutes also they are also come in different researchers.

And they would bring some (Refer Time: 09:52) some new (Refer Time: 09:53) innovations (Refer Time: 09:04) innovations and we can implement those like many I T's from our country where we can get the new technology.

Yes.

That we can implement we can increase the product or size of the particular product which we are making. So, I think we are just reaching.

Friends, let us just discuss about the different markets. The problem of different market is still persisting. So, what other market should EBC focus on to increase to have a competitive advantage over the other forms. Let us discuss it anyone of you who would like to highlight different market criteria into picture or have a solution regarding it.

So, as my (Refer Time: 10:23) friend said that they have already a good market share in the trucks and luggage trucks and they are trying to like we can opt for batteries for small electric vehicles. So, we as Pooja mentioned that we should not leave the existing market; obviously, and we should try to enter to the new market. So, in that way we can capture different markets and here are like four options. So, in each options they are saying that there is one that they can use lead acid, that will be cheaper and there is nickel cadmium.

So, they I think if they use both. So, they will be able to like economically poor packet as well as the rich market like.

Because they can investing in both. I knew because according to (Refer Time: 11:16) investing (Refer Time: 11:17) decision in which we are investing in.

Yes.

Both the proportionally in both yes so, that can be a very good solution. So, that we do not have to choose one among between the two we can go for both the. Yeah, I think if we are working if we are doing good in lead acid batteries then we should keep working on it and for other like Nickel Cadmium batteries, that I think we should have a different team and different people technicians working in that field altogether.

So, that we can just start working on it I mean we should not live our market right now and so, just focus on the and we can have that product based structure in the company so, that every product based team is taking decisions for that product and we can like.

We can also have fore products also.

Yeah we can also have different market analysts also in our company who would constantly venture out in different markets and see what are the company it as doing because we need to know what other company it as a doing whether venturing on to understand that why we should venture why where. These company should venture out we need that market analysis to be done.

Very good point my friend, I will I like to highlight from the case study that the market that EBC captures is only the Asian countries and it it its only the 3 Asian countries the company is dominating in. So, any suggestions that how should we capture the western part?

I think we should really focus on what existing companies over there in this respect our doing, and what different can we bring on like in the market.

Yeah, like I would like to elaborate on my previous point where you improve your quality like here we are supplying batteries only to Maruthi Indica and one other company.

Like

India yeah and in Malaysia and in Thailand; so I mean if we improve a quality and if we yeah you know change the batteries that can fit bigger XUV's and all so, we can target (Refer Time: 12:57) markets and the other markets like we can go for Volkswagen and other vehicles. I will give answer to what Ankur said about Belgian western market western market yeah different Western European market have their own sentiments, they have their own cultures and backgrounds. So, what we can do we can tap on those cultural backgrounds because we can device our new marketing strategies we were a new advertising; strategies depending on how to hit the sentiments, it not only hit the sentiments based upon the battery sectors yeah.

Yes actually he is right.

So, to conclude I think what we are what we think as, I think we should on a what we are doing I am I mean we should manufacture what the lead acid batteries; along with that we should also bring some new batteries that that are (Refer Time: 13:43) vehicles and cars and vans along with that we should also invest in R and D.

Yes.

And like my friend said we should also collaborate with other company we should think of or try to collaborate with other companies, along with that we should also try to invest or focus on the other western countries not only the Asian countries (Refer Time: 14:02).

So, is the (Refer Time: 14:03) that is.

Yeah I would like to add two to three more points that we had discussed to summarise, yes we discussed points like we can reduce the price we can improve the quality, we can go off a ventures and like Kaustub mentioned we can have.

Merger.

Mergers.

(Refer Time: 14:18).

Mergers and then we can also have agreements with colleges whether students are shall work in the R and D department, and the yeah improving the existing products bringing on new products yeah that is what pretty much we discussed.

Thanks, thank you everyone thank you.

Hi friends. So, we are in lecture 27 and we had the first of the group discussions on the case study type. These are students of the MHRD in program at the Department of Humanities and Social Sciences the IIT Kharagpur. And let me again introduce so that when I give the feedback as I have all with the already in fact, intimated to them I gave person by person feedback. So, on my right is Ankur Agarwal followed by Alonita and then Hashim Ali, then Kaustub Sengupta then on my left side we have Varsha Vijay and Akshay and Pooja. So, let us come to the way in which the GD began.

It was a very good beginning after brief introduction the discussion settled down to real business. And in the middle part and may be somewhere after the middle part what we saw is there was too much of confusion. It was like some scenes in the our revered Lok Sabha you know where the members of course, in that case they come into (Refer Time: 15:36), they come into physical you know kind of not interaction, but let us say counteraction with each other, but here it was because the group discussion it was a

verbal tiff between some members, and I think that should be avoided I am not naming anybody, but we have rest of the class sitting on two side you see them and they have also observed that sometimes it so, happened that out of several four were speaking at same point of time.

So, my first point apart from good beginning and settling out business is that this should be avoided the military field this is happening each of you should remain silence. So, that you give up pause you know one minute silence or maybe 20 30 second silence and that gives you time to settle down then how do we re begin. So, that kind of gap is you know its advised its asked for because the kind of gap which you filled up with too many people speaking at the same time, that led to loss of the flow of the discussion somewhere; there was a loss in the logical process of thinking of all of you as a member of the group discussion, which took place now the first one on the case study interview type. So, let us come now to individuals we have first of all my comments on Akshay short spoken, but very well balanced in his approach to the issue of new products.

Then let us come to Varsha, I think if you do not mind my saying it you should have some more gap between the words do not be in a hurry, the number of words per minute should be reduced that is what I mean. And towards the end what I noticed you had some points which were very good because when 2 minute signal or indication was shown to you, she was still interested and it was a good intervention that she said I would like to add some more points to the conclusion being drawn from the case study discussion.

Of course, not to mention the fact that Akshay in fact, initiated the conclusion of the this first group discussion of the case study type. Let us come to Kaustub and Kaustub brings with him to the group discussion some 2 years of experience if I am write 4; 2 years sorry 4 years of experience double, what I am thinking and that maturity was events in the group discussion.

It was I think quite evident to all of you also that the way in which he gave examples and the way in which he exemplified his approach to this issue of new products being discussed. But let us come now to Hashim Ali and most admirable thing about Hashim Ali was the tone a very general, but a very good tone by which the discussion was carried out by him. And if we come to Alonita what I best liked about her speaking in fits and first during the course of this G D was, the slow and deliberate way in which she

spoke because she had well considered points. So, maybe Varsha could take some tips from her how not to be in a hurry and there is no need to be too much in a hurry.

We are all prisoners of time you know we were this and when we have a time bound activity like a group discussion, where you are suppose to come to solving the issues given that the end of the case study. The point is we feel that time is short and I will not be able to say what I have to say other thing is number 2 is the second point is that during the discussion you as the ideas emerge and therefore, newer ideas emerge in minds of the individuals and they have a feeling that I should say this I should say this.

But anyway just think that even if we do not have the watch or the mobile or some time indicator in front of us; time is enough as the video recording session has revealed you have discussed for 12 minutes and not 10 minutes. So, it is good that we have exceeded by 2 minutes, but we have completed the discussion and come to well rounded, let us say capstone comment on the discussion as such. If we come now to Pooja I think you need to avoid the non-sequesters you need to increase the volume of your voice. So, there is an idea of tone when Alonita speaks and the idea of volume when I speak about you in my comment, let us come to the last person that is Ankur. I think in my opinion of course, this is my opinion Ankur was the leader.

Yes.

So, we deserve a treat from you know you know why? We have these five point if you remember the audience, I am telling you now if you remember the five points the five qualities which are looked for in GD's.

The first is leadership, the second is knowledge of subject matter, the third is analytical ability, fourth clarity of thoughts and fifth is conviction as well as flexibility. And if you again recall and go back to my previous lecture on fundamentals of group discussion, the point is in Ankur we saw all of these. So, that would be all for this particular group discussion, the first one in lecture 27 thank you.

Thank you Ma'am.

And god bless you.

(Refer Slide Time: 21:29)



(Refer Slide Time: 21:35)

INTEGRATION

SITUATION

You work for a major Indian cutlery manufacturer called Marquet, based in Chennai. You are strong in the Indian domestic market, where you have an 8% share of the market for all types of cutlery, and 10% of the stainless steel market. You had found it hard to break into the Asian market, but have succeeded in recent years by taking over two firms, one Bangladeshi and the other Korean. These firms are now subsidiaries of Marquet, but have kept a lot of autonomy in the running of their businesses.

The Bangladeshi firm is called Tudor Rose, and has a factory near Dhaka making cheap tin and aluminum products for campers, canteens and hospitals. The Korean firm is called Hawthorn. And has a factory in Seoul. They manufacture high quality up-market silver cutlery with the brand name Hawthorn. Your head office and Indian factory are in Chennai, where you make mostly middle-range stainless steel cutlery.

When you took over the Bangladeshi firm, you saved the factory from closure, and it proved very easy to integrate the Bangladeshi into the Marquet structure. However, the situation is very different with the Korean firm. They welcome the investment you have made in new machinery to improve production, but are determined to remain as independent as possible. Head office managers in Chennai constantly complain about a complete lack of cooperation on the part of the managers at the Seoul plant. You are meeting today to discuss this

You must decide:

- *Is it true that the Korean are uncooperative, and if so, how and why?*
- *Does it matter? What problems does it cause for the group?*
- *What can and should be done about it?*

Hello, my name is Poorva Chaudary.

Hi, I am Thanvi Ajay.

Hi, my name is Rithika Das Gupta.

Hi, I am Theertho.

Hi, this is Anupam dash.

Hi, I am Polomi shah.

Hi, this is Arithro (Refer Time: 21:53).

Hello this is Raghavshree Trivedi. So, let us begin with a case study presented here we have got a problem of integration, an Indian cutlery manufacturer name market based in Chennai, they have entered into a joint venture with a Bangladeshi and a Korean firm and they seem to be doing pretty well until and unless the Korean firm does presents non-cooperation in the way the business is carried out.

So, let us get down to the questions here.

Maybe before getting down to the questions, I would like to add a very exciting example this is about cutlery corporation Cutco off America. It was initially it was initially it was Alkus corporation, then Alkus took over Cutco and after that Alkus took over vector and they have reached out to immense diverse markets through this significant mergers what you can say or maybe acquisitions and they are also pioneering in the stainless steel and cutlery section in America.

So, that is how the industry sector is shaping up these days that we have to look into mergers, we have to look into acquisitions and take overs, but then we have to maintain a uniformity in the company, uniform compliances and rules and I think which is lacking in this case of the Korean firm which is named Hawthorn.

So, what actually happened in this situation was that, initially market was interested in you know breaking into the agent market and they did so, by taking over two firms one was Bangladesh and the other was Korean.

Now, what is observed from the Korean firm is that they like to work independently. Now that might be taken as a you know non cooperative move on behalf on the part of the on part of market because it is an Indian company, but that might not actually be something that that might or actually be non-cooperation from the part of the Korean company because they are two different cultures. So, maybe the culture in Korea is that of working independently and not really working in you know in tandem with the other company. So, you know we need to keep that in mind as well because they are two different cultures and two different places order.

Another perspective to this is that like maybe we are thinking of it is like uncooperation uncooperative movement, but let us see like they hated to a different market altogether they make high end cutlery we make middle tears. But adding to this let us see they might think that they know the market better than we do and this is kind of true because it is in Korea and we are Indian markets. So, we should probably ask them to sit down with us and see what the actual problem yes is the route of the (Refer Time: 24:31).

Yes when it comes to mergers the important part is like they has to be cooperation between the different companies; yeah, unless and until we do that it will definitely fall apart maybe we can make profits in the beginning, but then eventually it is going to completely care about the companies yes.

Caring the same point the rating at a mill that the culture differences if we loop with geographical location of this country, far line of the orient the Korea is located and this is geographically defined and this Bangladeshi firm is the Bangladeshi geographically in the Indian subcontinent. So, the Chennai office is going well with the Dhaka office Dhaka factory, and there are some differences, that is apparent here with the Seoul office.

So, I think that this cultural differences also there working environment their working environment different and the mind set of people and also the point that Theertho table that the market demand. The Seoul from where they float they carry on their production according to their market demand and the Indian subcontinent firms in Dhaka and Chennai, they do their market demand, but as it will be a pan Asian a pan Asian production you need. So, Theertho tabled a fantastic point that we have to see that and we have to console about the matter that how can we explore in the in the pan Asian level yeah.

Actually what Thanvi said about merger, it is not really a merger it is a that is a (Refer Time: 25:51) take over it is a takeover.

Now, the two companies are subsidiaries. So, actually.

Yeah.

You are being benefited by the parent organisation yes. So, you cannot opt to be; so non-cooperative.

Yes you are right.

I understand what Theertho said is that the Korean market is all together new for us yeah new for marquee and they do not have much idea about the Korean market. So, it is always good to take hold of the new company that we hope that we have there they have a better idea of the market. But then again we should have a not really we can roll out such amount of autonomy it will them it really need to have something which is catering to the needs of the parent organisation.

So, first and foremost first needs to be than is you know we need to make the managers of the Seoul plant that is in Korea. We need to make them aware that these are the grievances that are being faced by the who are working like the head office in Chennai for example, we need to make them aware that these are the things or this is a culture that is (Refer Time: 26:48) in our particular organisation, and then we need to align them towards the objectives of the organisation because they have been working as separate market.

So, they might not be you know they might be not aware of exactly what is happening in this particular market.

Other than (Refer Time: 27:01) Rithika's point, I think what should we first done is a proper strategic design of the board, considering the parent and the parent company and the subsidiaries. So, the board should have representation from both the geographical subsidiaries that is Bangladesh and Korea that can help in improving communication between the cultural and geographical needs of both these locations and the parent company.

And having said that besides having representation in the board, the parent company that is there should be proper representation of the Indian company the Indian half and the culture and the strategy they follow into the companies into the companies of Bangladesh and Korea.

Yeah maybe they can that is subsidiaries (Refer Time: 27:47) later we (Refer Time: 27:48). So, that, but we need to get that primary reason why this difference took place right when we merge with the Bangladesh, if I mean in the Indian firm we save the Bangladesh firm, from closure, but it was in the case for the Korean firm.

Yes.

They welcome the investment because we invested into the production yes. So, that is the primary reason which could be that we were they were in a position of strength.

So, they basically (Refer Time: 28:10) mobile leaders right.

Exactly yes.

They do not see us as (Refer Time: 28:12).

Exactly. So, and that is finally, the reason how Korean firms work they are more into family on businesses they are not much into cooperation with other funds is, if you club adjusting the first question is it true that Koreans are uncooperative. Now that is the pretty generic and cannot be stated from one.

Yeah (Refer Time: 28:30).

Particular example yes, but for example, the main one of the biggest reasons for that or rather an example of that could be the in the case of test of nuclear missiles, which and the subsequent UN sanctions which when North Korea was particularly diagnosing from those sanctions. So, in spite of threats from the US and other world power, so, they kind of like to have their own way which is non-cooperation.

So, when the Chennai office (Refer Time: 28:58) discussed.

When the Chennai office wants to get the market of the entire Asia, then the market should be broken into the sixth sense, I think the eastern and south eastern part of the Asia that market countering the countries like I can say China, Mongolia, Japan, Thailand, Vietnam that countries are probably quite (Refer Time: 29:21) become a different demand and that market should be well understood by the Seoul firm and they the rest of the part of the Asia.

Yes yes (Refer Time: 29:29).

That should be understood by the Dhaka firm and this sectionalisation I think good (Refer Time: 29:34) points are already touched upon.

Yes yes.

Anupam it was already touched upon and one more think is yes you are right there maybe two types of acquisitions we can look forward to; one is in which a company and its subsidiary operates in the same region.

Yes.

Like what happened in case of Infosys acquiring Edgeverve.

Yeah.

So, in that case you have to roll out a different product altogether to the subsidiary so, that they can master in it.

Yeah.

Like Infosys rolled out Pinnacle to Edgeverve.

It is already (Refer Time: 30:00).

Some different products.

(Refer Time: 30:01) I think, but can this case.

Yeah.

We cannot really do that yeah because both are cutlery firms.

We should we should look towards (Refer Time: 30:05).

Yeah their cutlery is different kinds of cutlery.

Yeah.

Which are completely catering to different kinds of the strata.

Yeah, but we should actually. So, (Refer Time: 30:11).

Strata, but probably we do not have such footprints in the parts of.

Yeah.

Korea and all that; so we have to depend on them moreover what we can look into an example is Pfizer; Pfizer all throughout the years it is a pharmaceutical company.

Yes.

And all throughout the years they have acquired so, many firms in so, many geographical locations. For an instance they have acquired Pharmacia which is based out of Sweden. So, why did they do it? Just because of diversifying their market into that Sweden market ok.

So, we will.

So, yeah.

Understand that we need to diversify with them. So, so the way forward is to let us call them to a round table meeting.

Definitely.

Absolutely.

Yes absolutely we should see what their side of the story is, we should present our side of the story come to a visual (Refer Time: 30:49).

Yes we should always be come up with solutions.

Yeah that we could have a culture like (Refer Time: 30:53) with them.

To build to build up a healthy operation.

Yeah yeah.

Cooperation.

You know.

I think lateral moment of the employees and managers we can do we can bring some managers from Seoul office Dhaka office and exchange to Chennai office to Dhaka and to Seoul office these things all be better movement of employees we can do.

Yeah.

That is a very good point which Anupam mentioned yes yeah that kind of brings closes the gap between cultures which Rithika was talking about. So, that is inter cultural makes which will probably help in better integration between firms yes.

It will help (Refer Time: 31:20).

Ideas and (Refer Time: 31:21).

We have a digital age. So, because of that we get connected we should also address the problem.

Yes.

Its better actually raise by this.

First and foremost.

You just see incredibly different cultures I would say like Seoul, India yes Dhaka yes exactly yeah. So, there will be more problems than just normal I would say normal cross section.

But incorporating and integrating with a Korean firm is never easy because their political sorry economic liberalization is not that much as in India.

So, we are not sure this is I understand that, but this is North Korea or South Korea like (Refer Time: 31:49).

Any of that any of that actually.

First and foremost I think they need to recognize with the; you know like market has taken over the Korean firms. So, the Korean firm actually recognize with what the particular organization wants, that sort of identification or you know that sort of belonging to the company is what is required first and foremost.

Yes. So, the second question goes like does it matter what problems does it cause? So, we have discussed more on this that it does matter and it has a wide range of.

Yeah.

Problems which is already evident. So, the third question is what can and should be done about it. So, we have to make a round table conference with the stakeholders.

First and foremost.

And probably and maybe as we have to formulate a strategy for overall running of the organisation as a unit not in yes a three different parts.

Yes.

So, that the ovals are aligned to a common calls.

Yes.

Because goals have to be aligned to a common course calls the global strategy heads and all that should be designed so, as to strategize not thinking that the Koreans are in a different market Bangladesh is in a different market India is (Refer Time: 32:51).

Obtained from our geography based structure in the organisation than probably product based. Since they are manufacturing different kinds of products now and so, the thought process would be focusing on the products yes ignoring the geography part of it. So, maybe focus in a bit more geography based.

And I think that they (Refer Time: 33:07) they could learn from each other as well.

Yes yes.

So, if add this the other thing we can do the operation digital platform connecting everybody, we could always have the exchange product.

Exchange products.

Yes yeah fierce fierce is fine.

The other thing we could do is like follow (Refer Time: 33:23) decentralized efforts.

Yes.

We can maybe standardized the procedure that are normally followed in the different kind of manufacturing processes. So, we that we are uniform as a wholes yes maybe we can think about you know like adding a different kind of brand to the hawthorn proto sector already being present in marketed in Seoul.

So, that will keep our own presence as well as you know take care of their own autonomies and their cyber stated self-respect, but you are talking about decentralized yeah approach, do not you think that in this case we should more over look towards centralized approach, where we need a central power to actually rule all the three parts now. So, that in the future we can venture out into areas other areas like in Malaysia Jakarta and all that. We have seen different case (Refer Time: 34:00) of cutlery code and (Refer Time: 34:01).

Yes this is the old monitor from the Chennai say Chennai office.

I understand your point, but I think the problem that hidden lies is, the difference in the geographies and the cultures yes cultures it is too great to actually follow a centralized (Refer Time: 34:15).

Yes yeah.

But and when 3 companies are working together when there are 3 organisations there are going to come together and work for a build-up what is important to really like go of the reject culture that is thing that they are in. So, it is important that they identify they are a part of something and.

Yes.

We can franchise which is (Refer Time: 34:32) said like we should incorporate our own brand into the hawthorn products that they are already selected.

Yeah is exactly (Refer Time: 34:37).

McDonalds I would select the make specialized products for each and every country yes right.

Especially for different.

Countries that are already very different from the other cultures yes.

So, we could probably adopt that kind of approach.

Yes.

So, and in that way like they will have their own autonomy, they will fill that they are in charge of their (Refer Time: 34:55).

Yes.

I think they that is what because here its mentioned, but the Koreans are determined to remain as a independent as possible. So, I think there should be we cannot cut out their autonomy completely as such. So, part decentralization I think should be there to.

Yes.

Make them feel empowered and let them function in the lines with the parent companies ethos and goals, but also you know maintain their autonomy and the s tructure they follow. So, that they could cooperate, but also bring in their own own strategies.

Yeah.

We should basically come to a point, wherein the decentralization does not need to further differentiation that is the main aim I guess.

Yeah.

Exactly. So, (Refer Time: 35:35) of centralization and decentralization would be the right way forward.

And appropriate means of centralization.

Yes.

Absolutely to gain the further equipment (Refer Time: 35:45) common power flow from the organisation in the beginning like from India maybe we can try and then it such cases have them then we can try and venture out other areas.

Absolutely in.

Future, we have cited main various examples in regards to that.

So, probably I can I think.

(Refer Time: 36:02).

We have a common consensus now that the firm should be looking towards middle approach between centralized and decentralized approach, they have ventured out into Korea and Bangladesh, there are some problems with the Korean firm, which has to be addressed primarily addressed for the overall good will of the firm. So, they have to look into a centralized approach and in the meanwhile they have to ensure autonomy to the Korean firm because they are the ones who are mastering in their own market.

Yes.

So, that is how we should end yes with GD.

Yes.

Thank you; thank you.

We are back with the second this study type of interview, and I will request those behind us to maintain silence please you can talk and whisper. So, let us come to the feedback of the second case study type of interview my GD Group Discussion in lecture 27. So, we have the participants who need to be introduced once again; so that the audience that is that should be students can know them. On my left we have Theertho Theetho Nandi and then Rithika Das Gupta, then Thanvi and then Poorva Chaudary on my right side we have Anupam Dash, Polomi Shah.

Arithro.

Arithro Laheri and Raghavshree Thrivedi. So, as you see that if we have gone through one discussion thread belt and we have rewound and looked at the video once again and then you have got the feedback from the teacher or the instructor. And therefore, the second one is always a better performance than the first attempt, because they have the idea that they can work on the feedback of the first one and not repeat the mistakes.

On the whole this group concluded quite well, and there were lesser instances of three four people or more than five people speaking at the same time together. So, in a sense it was a more productive group discussion because the time wastage was less when people talk together then time is wasted, and anyway the logic or the thread of discussion goes here while because in the process you do not know where to begin again and bring the focus back on the group discussion.

So, it is like a train moving on a track and then you must have heard about that famous episode of our bandit queen you know miss Phoolan Devi and she was a elected one of the MP's from I think one constituency in Gwalior, somewhere here Gwalior you know I think (Refer Time: 38:38) 12 Madhya Pradesh and because she was be bandit queen you know her name in the movie by that same phrase bandit queen was Seema Biswas not me, but Seema Biswas.

So, you know what she did it was all in the news once upon a time and all the audience will know about it also that she made the train in fact, turn to her village. So, all the passengers I do not know how many passengers were there on the train, but minimum should be I think 2000 passengers it was a big long train with AC non AC and lot of sleepers widens.

So, in that sense you know that was a historic day in the history of Indian railways because many of the trains became late, many of the trains had to be rescheduled, many trains had to be short terminated many trains had to be bigger from new destination all because of one person doing like this. So, imagine I am giving you an analogy imagine if this is done by three four people together then what will happen? If you have a one bandit queen that is enough for Indian railways. Now we have this case study and you have some bandit kings and some bandit queens and if all speak together then this is going to happen.

So, it happened in the first instance, but not in this one. So, coming back to business now let us come back to the beginning and Mister Raghavshree Trivedi was the last one to introduce himself and I do not know what happened, but he began the discussion it is not that the last one who introduces himself has to begin the discussion anybody can begin the discussion, but Mister Raghavshree Trivedi took a very firm stand (Refer Time: 40:16) and in that sense is a very balanced and a very convicted; in fact, I would say very

convinced speaker of what he has to put forward to elaborate upon the good points this is very good of him to have given the introduction which set the group discussion into proper motion,

Then we come to Arithro Laheri and another good point which we have to mention about this case study discussion number 2 in that 27 is that, right at the beginning if a group discussion it is going to give a new point it gives an altogether new perspective to what you have in black over white. You have some situation there and the title of this group discussion is integration, but if you give a current scenario as an instance into the group discussion it shows not only your depth of the current affairs in the industry or the business world as such; it is able to give as I said I repeat myself once again new perspective to the group discussion ongoing. Then we come to this is PG and this is RDG sorry.

So, we are talking about Rithika Das Gupta and she is established in this group discussion as one who has complete control over the language. In fact, next to Theertho Nandi I think Rithika Das Gupta spoke very well and if she is able to bring a point of culture into the discussion, it is like putting theory into practice or of a curtailed classes, but how much how many of us are able to put what we learn in four walls of a classroom you know in this space called the (Refer Time: 42:13) space, how many of us are able to bring that into action.

And when she inserted this point of culture I was reminded of our interaction chapter 2 culture. Because you we all remember and I have also said it sometimes that culture is communication and communication is culture, the whole of communication boils down finally, to your culture and this is very admirable on part of Miss Rithika Das Gupta kudos to her.

Then we come to Theertho Nandi and as I said I will repeat once again very good control over the English language soft spoken, at the same time if you observe this body language a very erect body posture throughout I do not know how you do it, I am a very old lady. So, I sometime its long sometimes I sit I like this sometimes I I am down and sometimes I am feeling weak sometimes I am feeling hungry as you are feeling hungry looking at lunch time. No, but we can have lunch later on, but the point is that Theertho

was able to maintain his erect posture, which was very good as firm as his great control over the language.

We have Thanvi and she is soft spoken and the again the idea that increase your volume. Then we come to Arithro who is this person now yes you Anupam Das I am looking at AD I am thinking of Anupam Das. So, Anupam Das listed the points very well because he focused on the points which are there in the case study summarising is one of his plus points. And the use of verbs for example, in a in a GD, I think he is the only one who used the verb tabled this point tabled by my friend my friend in this way.

Then we come to PS who is PS?

Polomi Shah.

Polomi Shah ok. So, Polomi Shah my advice to you is to avoid non fluencies, but overall very good points. We must remember that some of us are beginners we are fresher's, we are just fresh out of college BTech 4 years of higher degree course, but we have no experience. But against that context if you place Miss Polomi Shah her cut out is very good and she. In fact, she does quite well she speak spoke quite well at points were also well presented and new ones. Then the last one we have Poorva Chaudary soft spoken which can be a strength in your case as against what I said what term we (Refer Time: 44:58) it can be a strength as well as a weakness.

So, you think about what I am trying to intimate or a indicate to you and on the whole, if we have to speak about the best speaker, we have three best presenters we have Arithro and Theertho and of course, Raghavshree.

Thank you.