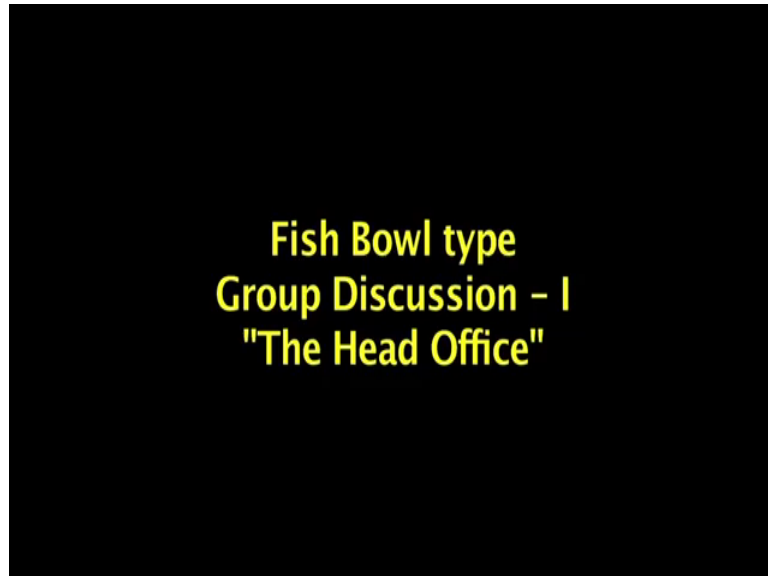


Employment Communication- A Lab Based Course
Prof. Seema Singh
Department of Humanities and Social Sciences
Indian Institute of Technology, Kharagpur

Lecture – 28
Group Discussions Lab (Practice Session) 3

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THE HEAD OFFICE

SITUATION
You work for PBC, Plastic Bottle Company. After some difficult years at the beginning of the nineties, the firm is now profitable again. The company has five factories in India and Nepal, two in continental Asia and a workforce of nearly 3,000. It is the Asian market leader, but there are 15 other major competitors in Asia. It is unknown to the general public, but has large contracts with all the main makers of mineral water, non-alcoholic drinks, and household products.
The company is divided into two divisions:

- The Household Products Division – this makes bottles for products like washing-up liquid and bleach, at factories in Kathmandu in Nepal, Kanpur and Bhopal in India and Dhaka in Bangladesh.
- The Drinks Division – this produces bottles for non-alcoholic drinks and mineral water, at factories in Jamnagar and Ratnagiri in India and Penang in Malaysia.

Your head office is located in Andheri in the inner suburbs of Mumbai. The building is rather dull and dirty – in fact is an old factory, which ceased production about fifteen years ago.

When a new managing director took over two years ago, the first promise they made was that a new head office would be found within a year. Since then, nothing much has been done about the problem. Today, a meeting of managers has been called to discuss the problem.

You must decide:

- *If you need a new head office*
- *If you do, whether it would be better to:*
 - *Build a new office on the present site*
 - *Find new offices somewhere else*
 - *Have new offices specially built somewhere else*

Hi everyone I am Varsha Vijay.

Hi I am Pooja Katwani.

I am Akshay Khura.

Hi everyone I am Ankur Agarwal.

Hello everyone I am Mohammed Hashim Ali.

Hello I am Alonita Roy.

Hello I am Kaustub Sengupta.

So, this is the first of the fish bowl discussion and we have all selected Pooja Katwani as a facilitator for this discussion ok. So, we shall now start a discussion. So, this case is about the Plastic Bottle Company PBC and we have a started working in 90's and now we are in a position of a profitable. We are making a good profit now and we are factorising in India, Nepal and two in continental Asia. We have a large contracts with all main members of mineral water, non alcoholic drinks and household products, but we are still unknown to the general public. We have market of house hold product division and drink division.

So, now coming to the main point that we have to discuss here is that, we have a head office is in Andheri, but the building is very dull and dirty the new managing director that had come 2 years back, he promised to do something about it, but we have not started working on it. So, the discussion should be about, we should have a new head office or not and if yes then I mean how to get.

Yes according to your question I think yes head office should be located somewhere which can attract the business, because you know in the current scenario you should always play according to the situation or you can show the according to the scenario of the current market.

Because I just want to put the example of some many sectors are there, like if you want to if you are in the business of IT sector, then you would like to place your company or head office somewhere like in I if you are in Mumbai then you will try to put your office in IT sector in Pune, and if you are in the business of automobile, then you will try to put

your office in or head office in Aurangabad or maybe if you are in the business of it where, then you will try to put your head office in Kolhapur.

So, according the location you have to think about like, where I my head office should be. So, this is the my take.

Yeah yes I would like to answer the very first question that whether we need a head office or not. I think a head office is very much required because as we saw in the case we have large contracts with makers of mineral water and everyone. So, if a clients are visiting the first impression that they would be getting is probably from our office. So, if we have a dark and dirty office. So, maybe I mean that can impact our business. So, first of all yes we would be needing a head office and more over we do not nowhere it is mentioned that we have any budget constraints or anything we are in a profitable position. So, investing in a new head office, I mean yeah that could be a wise decision.

Also second is about the location of the head office, they already we have a head office which is in Andheri, I think we should keep the location as Mumbai only because it is very strategically located, we are providing our services to mineral water makers like we can name Bisleri or Aquafina which command up Cola and Pepsico. So, we do have their offices in Mumbai. So, I mean it will be very easy for the clients to come and have a discussion with us.

So, I definitely agree with Varsha and as you what they said that, there is a need of new head office, but what I want to table a point there. Yeah, that you see there are 15 major competitors in Asia, you see a head office in Mumbai a place like Pune, Mumbai needs a huge investment and you see if there are millions of invest that would be required to put a new office in Mumbai.

If we see there are 15 major competitors, if this if we put this money in let us say marketing or did you let us say r and d, we have a chance that we can go ahead of the 15 come (Refer Time: 04:04) we can just you know deal with them.

So, you meant to say like I.

I think completely agree that we should have a head office, but we should also see that are 15 major competitors in Asia that we should not let them go ahead of us.

But there is many other places from where you can deal this kind of things problem, like I mean not only Mumbai is the only place from where you can deal with the business, like Gujarat is also the place where you can make your head office if you are in the bottle industry, in bottle making as you are in company. Because there is also the facility of facilities of pores and transportation facilities and you can also run your business from there also and so, the I think if the as it is mentioned in the problem like this building was something which was quite old and that is dirty and something which is not very attractive. So, some point of time you can lose your market.

Maybe.

Friends I can (Refer Time: 04:48) have very important point.

Sure.

Let us come to the practical scenario. See the company is the most profitable company, one thing we should note. And it is unknown to the general public I will repeat it again it is unknown to the general public that it has large contracts with the main makers of mineral water, non-alcoholic drinks and household products.

So, and there is a hidden reason that it is operating from the inner suburbs of Mumbai, there might be a reason that it does not want to display to the general public about its about its relationships with the main suppliers of the mineral water and that is the reason it is operating from the inner suburbs.

So, directly shifting the office from the inner suburban area of Mumbai, to the central Mumbai can be a very devastating factor also for the corporate company plastic bottle company, because it is now the most profitable company and it has hidden agendas as it written in the case study that it has got hidden agendas in operating at from the suburban areas.

But (Refer Time: 05:50) we should I I should pay attention to the location as well because Andheri is is a place which is a commercial urban Bombay.

Yes.

And it is really very good if we build, I mean the place we have if we build a new headquarter over there itself it will be very beneficial because yeah Andheri is a commercial.

Some point of time (Refer Time: 06:11) he is correct actually, he is (Refer Time: 06:13) only not only the one thing is there we should deal with the current populations there, but also there is many things which we do in the head office. Like our strategy, which we meet with the discussion with the clients and as well as we make some corporate things in a head office and that should be very unique because we do the marketing things also from head office. So, we should be in somewhere that place where we can lead to at the level of global level not only inside particular (Refer Time: 06:37).

(Refer Time: 06:38) instead of let me (Refer Time: 06:39) point.

yeah I will table one point, just one point.

Yeah sure.

I table one point the practice that we should keep an eye on the geographic location or other areas also we have Nepal, we have Kanpur, we have Bhopal and we have Dhaka or all eastern and the northern areas of there and we have Ratnagiri and Jamnagar in India and (Refer Time: 06:53) in Malaysia.

Yeah.

That are the outer region yes of the India.

Is it.

Because these two are the different geographical locations.

Yes.

So, we into have a position which is statistically.

Yeah

Equally distant from both the areas.

So, we have Mumbai one area, but we can go on the Bhopal also because essentially it is located in India ok.

Exactly.

So, geographical distances should also we maintained.

I do not (Refer Time: 07:11).

And top of that we should.

Yeah.

Keep on mind also the different sectors that they are targeting on we have household product, we have (Refer Time: 07:17) we cannot bring in our area we which caters to only one division.

Correct.

I agree to your point, but likely to state that we do not have a knowledge that how much funds the firm is willing to spend or how much funds have firm has the capability to spend to entirely shift its head office to a newer area. So, we might take into concentration this factor also because.

On top of.

But anyway if you are building a new office even in Mumbai that would take much more investment than if you are take building a new office in any of the places where a factory is already a located like Kanpur, Bhopal would be any day cheaper than building a new office in Mumbai. So, they can be two things one we can have a new office at a lesser cost, second we can have an office where there is a factory. So, if the clients visit they can see have they first experience of the factory how the factory is working how.

But the number of consumers in Mumbai, will be definitely greater than of the region like Bhopal.

But digitally speaking we can have one main office in Mumbai, but this we have if we can do.

Ha yeah one main office and (Refer Time: 08:10).

Talking about a head office (Refer Time: 08:12).

You see we have a office in Mumbai you see and it is dirty and it is not clean you see, what we can do is we can remove it we can.

Exactly that is the over (Refer Time: 08:25).

We can save money from that and we can also invest in some other future plans.

Now, according to (Refer Time: 08:29).

Invention is something would that what I think of right now.

Now here the question of head office is mentioned also they have asked that whether can we find new offices somewhere else. So, like Kaustub mentioned we can have one head office, where it is easy to access the office and at the places where we have set up our factory we can have local offices there.

So, according to my suggestion the head office should remain the same, as my friend has mentioned we can clean or renovate the office yeah, yes we can definitely find new offices somewhere else.

Yes.

I will (Refer Time: 08:57) welcome the (Refer Time: 08:57) I will welcome the all the suggestions.

But (Refer Time: 08:58) and Varsha also (Refer Time: 08:59) just a second.

Yeah sure.

I will ask if anybody of you would like to conclude the GD.

Yeah sure actually what I think that, you suggest that the office should be something which should be renovated if it is earlier existing, but if you are going to relocate our office head office location, this is yes it is also an investment in our business because some point of time when you are going to make new product, then that is also

investment, but this is also an investment which you are doing today maybe some point of time you are losing some money, but is still for the future point of time you are making some decision which is going to give you a lot of benefits. According to the place wise, like you can say the example (Refer Time: 09:33).

Your (Refer Time: 09:35) is very valid point. But I will just like to state that the firm is now the most profitable and if so at any chance the firm becomes second or third in occupying the profitable position, it might lose the market share which definitely it is not willing to.

That is why we are taking the risk because they are in profit position.

Yes.

If you are taking this just because of this region, we are in profit we can make our head office in other places.

Now, yeah and also.

If we are in a position that we are not getting the profit and also that is why we cannot think about invest in somewhere in other location, but we are in the zone of profit. So, we can invest our money somewhere (Refer Time: 10:02).

Friends, we are neglecting the condition that beside operating of the suburban area it is still the most profitable company.

Yeah. So, I think.

So, they are I think we are concluding here, let us conclude.

We conclude here that knowing the (Refer Time: 10:13) that we are the up company is in profitable state and also the location where our headquarter is already aware. So, I think we should renovate a headquarters. So, that we get the benefits of being in Bombay and yeah.

And in some point of time if you are able to get markets more. And you are able to get some more market. So, that (Refer Time: 10:34).

In future we can yeah.

In future you can correctly, we can go office or go for new locations yeah according like operating from Bhopal, Nepal or maybe somewhere else. Thank you.

Yeah this is the thing.

Thank you.

Thank you so, much .

Hi I am (Refer Time: 10:45). So, I just observed a GD which was being conducted by my friends, participated by my friends. It is on shifting of a head office of a leading plastic bottle company who has its truthful prints in most of Asia India and yeah various parts of Asia. So, it was well initiated by Pooja directly into the topic it was good, then it was strategically pointed by couple of persons like Versha and Akshay, who pointed out the facts that not only we should be looking out for whether to move or not we should concentrate on the other factors like availability of competitors in a strategic location and then thinking about the same in that way.

Ali pointed out a good point that head office should be in halves like we witness head office is (Refer Time: 11:46) industries in Bangalore or Pune or something like that. So, that was a good point actually from Ali, but yeah whatever it was a well done GD there were lot of points it was good. Kaustub had a very clarifying note, clarifying as the way clarifying the question that their footprints in all across the Asian countries. So, that would strategically find out which location could be suitable for the head office.

So, that was it, but couple of points maybe you can look up on to change, Ali you should like you should not be interrupting others in middle of discussions and overall group should let the people who are speaking very less to speak Kaustub and Aronika in this case. So, you should initiate and you should let other speak also that was one I thought that is it.

Hi this is Raghavshree Trivedi, just to add up some of my observations of the GD. Overall it was a good GD content wise the it was pretty expansive; first of all pooja did a very good job of a felicitator she initiated a topic pretty well. Varsha, Ankur, Kaustub, Ali all took a pretty good position on an issue provided element format and also supported position with evidence and facts.

One thing which struck was that bringing another person into the discussion was totally absent, no one pretty much did that and that thing could be intrude upon. Varsha also asked clarifying questions, Kaustub demonstrated active listening and coming up with his own analysis; however, one improvement which could be observed with Ali which was founded out by (Refer Time: 13:33) as well is that he needs to strike a find balance between representing and opposition view and interrupting others. And needs to tone down his dominance to some extent; beside that it was a pretty good GD and that is what I would say, thank you.

Hi my name is Jyothika Rajdeeptha. Firstly, I would like to congratulate Pooja because she did a fantastic job of a facilitator. Apart from that I think the points covered were really good, but one of the main follow ups of the entire GD session was that they could not really come to conclusions, like there were a couple of conclusions that would drawn at the end of it, but not one definite work not on definite conclusion. Apart from that I think Kaustub had a very valid points and he always supposes points of facts which is very good. Varsha put forward a lot of clarifying points as well. And yes I thought throughout the entire end of the GD that lot of people cutting each other and five or six people were speaking at the same time at numerous points. So, that should be avoided, thank you.

Hi everyone I am Theertho and I would be commenting on the a discussion and analysis part of the first fish bone GD. So, if you take a look at the case study, we should see what kind of industry the factory is then what kind of headquarters they actually need. Considering that, it is already located in crucident reputed building and they actually have to entertain clients for new contracts as well and putting into account the fact that their plan Asian organisation they should actually put a image that solidifies that.

In that case, I think nobody actually trust upon that point, after that also another thing that to measuring would be the fact that, it does not matter whether or not the geographical distance from the different centres of the head of the head office actually matters, you can actually solidify your presence in one city and then control the others from there.

In addition to this I think Ankur also mentioned something like this, taking into account their market position and the condition step, that would be about it otherwise it was a

very well thought of GD well analysed, everybody put forward points that were very relevant.