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PREPARED FOR

COURSE INSTRUCTOR: Kazi Khaled Shams Chisty

Assistant Professor, EWU

PREPARED BY

Niaz Morshed

S. M. Benzir Ahmed

Md.Shariful Islam

Saiful Islam

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Spectrum's ERP solution for RMG
Sadia Mahfuz

THE only sector to have single-handedly contributed to bolstering the economy is the Ready-made garment (RMG) industry. The apparel industry contributes a generous 76 percent to Bangladesh's net earnings -- approximately $5 billion.

However, this industry still operates using antiquated methods that are almost redundant in the rest of the world. In this Digital Age, the garment industry could use a transition from manually operated business processes to an automated one.

The use of just about any enterprise resource **planning** (ERP) software will not bring about the desired effect of an automated process -- customised RMG software should be tailor-made for the specific industry.

Attempts at creating specialised software addressing the needs of the local industry have so far been few and feeble. One such endeavour would be that of Spectrum Engineering Consortium Ltd. (SEC).

A seminar was held on October 21 at a local hotel to launch this software and discuss the needs of implementing the ERP software. Experts, garment unit representatives and **senior Spectrum executives** spoke on the qualitative business advantages offered by RmgPro.

RmgPro is a composite software incorporating the functions of merchandising, warehouse management, inventory management, production **planning**, production **management**, delivery management, **human resource management**, accounts and finance, security and data transfer and management information system.

Designed for operation at mid-level **managerial positions**, this software is said to encompass the entire life cycle of an export order. SEC claims that this software will provide a host of benefits to the company including fully integrated operational and **planning control**, reducing time loss and other errors incurred during manual processes, bridge information gap between head office and factories, and provide database support for the much-needed business intelligence analysis.

Based on a five-year study on the garment industry, SEC adopted the practices of 20 RMG companies based in Bangladesh for RmgPro. The application requires OS: Windows 2000/NT/Unix for server, Windows 2000/98/95 for workstation, Memory: 4GB for server, 20MB for workstation, and Oracle for the database. Tools used in building the software are Oracle 8i and Visual Basic.

Source: The Daily Star . wed. October 29.2003

REF: http://www.thedailystar.net/2003/10/29/d310291602116.htm

CHAPTER-2 # Foundation Of Individual Behavior.

Gender dimension on development

Rights-based approaches to development emphasize non-discrimination, attention to vulnerability and empowerment. Women and girls are among the first victims of discrimination. They are the most vulnerable and the least empowered in many societies.

To protect women's rights, the international community has created specific standards. In 1979, the United Nations General Assembly adopted the Convention on the Elimination of All Forms of **Discrimination against Women**.

The Convention, which entered into force on 3 September 1981, establishes women's right to non-discrimination on the basis of sex and affirms equality in international law. It is monitored by the Committee on the Elimination of Discrimination against Women (CEDAW).

Recent world conferences, including Vienna (1993), Cairo (1994) and Beijing (1995), have confirmed the strong link between the gendered nature of violations of human rights and the advancement of women's rights.

The 1993 Vienna Declaration and Programme of Action affirmed the human rights of women as an inalienable, integral and indivisible part of human rights and demanded that the **equal status and human rights of women** be integrated into the mainstream of United Nations system-wide activity.

In resolution 2000/5 the Commission on Human Rights affirmed the need to apply a **gender perspective** in the implementation of the right to development, inter alia by ensuring that women play an active role in the development process. It emphasized that the empowerment of women and their full participation on the basis of equality in all spheres of society is fundamental for society.

At its fifty-fifth session, the Commission requested all human rights treaty bodies, special procedures and the Sub-Commission on the Promotion and Protection of Human Rights to adopt a systematic gender perspective when implementing their mandates (E/CN.4/RES/1999/41).

In accordance with this resolution, OHCHR is endeavouring to mainstream **gender issues both within and outside the Office. Gender concerns** will be reflected in the conceptualization, implementation and evaluation of human rights policies, strategic planning, and the setting of priorities and objectives.

Source: UNOHCHR.   The Daily Star, March 13, 2005

REF: http://www.thedailystar.net/law/2005/03/02/column.htm

CHAPTER-3 # Values, Attitudes and Job Satisfaction

The value of flextime

Dr. Liaquat Ali Khan

Most developed countries, including the United States, are adopting a flexible conception of time, called flextime, under which **workers choose the hours they are at the workplace**. This article demonstrates that flextime is indeed an Islamic value, which should be implemented in Muslim countries.

It is no secret that the pace of development determines the conception of time. Time has one meaning in agrarian economies that respond to seasons, and another meaning in technologically advanced societies that count on seconds. In pastoral and agricultural societies, where the modes of living and the means of production are related to seasons, the people see little need to define activity in terms of hours and minutes. But as societies embrace technology, time is no longer a seamless poetic reverie but is broken into hours, minutes, seconds, and split seconds. This digitization of time is necessary to promote efficiency and speed. In America, for example, almost everything has been orchestrated in the digitized realm of time. Accurate watches, appointments, and schedules promote an infrastructure of mutual reliance. Everybody benefits when trains and planes arrive on time, **workers and managers** equally **respect the clock**, and scheduled events begin and end at the prescribed hour.

While punctuality is indispensable for the synchronization of multiple actions, a rigid stratification of time is not. This distinction lies at the heart of flextime.

In the United States and elsewhere, successful companies and some government departments have realized that flextime is superior to the traditional nine-to-five, forty hours, five days a week regimen. Fixed work routines ignore the complex realties of business needs and employee preferences. They also lead to unnecessary employment stress and enforcement costs as **employers** are constantly watching the arrival and departure times of their **employees**, and employees are constantly inventing excuses to defend time deviations. Lurking behind this facade of **discipline** is the irony that even if workers come and go on time, rigid routines do not necessarily assure more productivity.

In contrast, employees are much happier if allowed to custom-design their workdays and workweeks. For example, early risers can begin their workday before others whereas commuters might opt for a late start. Working mothers with young children need more flexibility to carry out multiple tasks of the household. Some businesses allow employees to work from home. Some prescribe no time schedules but empower employees to decide what to do and when to do provided the assigned work is done by the due date. Under the innovative concept of flextime, work hours as well as the work itself are fluid entities that accommodate the differing needs of employees and employers -- **a win-win combination that**

leads to job satisfaction, loyalty, honesty, **high morale, decreased absenteeism, and increased productivity.**

Respect for time, however, remains a **core value** even under flexible arrangements. Flextime does not repudiate appointments and schedules. Nor is it a license for anyone to come and leave at will. If anything, flextime outlaws arbitrariness or chaos at the workplace. It is a discipline that employees choose for themselves, though with the consent of the employer who must also be generous and understanding.

Unfortunately, respect for time in many Islamic countries borders on anarchy. Punctuality in official appointments and social gatherings is uncommon. Clocks and watches serve as ornaments rather than instruments of time. Frustrated with constant delays at every turn of the day, some organizations want to impose rigid time-structures reinforced with penalties. The remedy however lies in turning towards flextime.

Flextime is a value incorporated in the basics of Islam. Consider, for example, prayers and fasting. The Quran mandates that regular prayers be said at stated times (4:103). As a general principle, the five daily prayers are performed in congregations in mosques on scheduled times. This preferred method of discharging prayer obligation, however, is not rigid or oppressive. It is flexible. If needed, Muslims can pray at home. Under compulsion and necessity, prayers may be performed later than appointed times (qaza). Women are exempt from prayers during menstruation. Travelers can collapse five prayers into three for a more efficient use of time.

Flextime granted in Islam, however, cannot be abused. Prayers cannot be postponed for frivolous reasons such as laziness, gossip or fun. Feigned illness or traveling for the sole purpose of avoiding fasting is fraudulent behavior, not entitled to God's concession.

These examples are not exhaustive but illustrative to affirm that flextime is a profound Islamic value that places obligations in the realm of facility, not difficulty. Muslims are comforted that developed countries, including America, are adopting flextime to achieve material success and promote agreeable working conditions. They must now consider how they themselves can use this beneficial **Islamic value**.

Dr. Khan is a professor at Washburn University School of Law in Kansas.

Source : The Daily Star.Wed.December 10,2003

REF: http://www.thedailystar.net/2003/12/10/d31210150391.htm

Personality

Henry Wanyoike -- Conquering Disability and the World

There are many instances of **individuals** rising above the most devastating circumstances and doing the most impossible things. Henry Wanyoike is one of them. Waking up one day in April 1995, Henry found that he had become totally blind and that is how he has remained even today. His world seemed to have crashed in around him but Henry chose not to be broken by this catastrophe.

He decided to run. Running with a sighted guide, as is the norm, Henry won the **gold medal** in the 5000 metres for the visually impaired at the Sydney Olympics in 2000, making history as the first African ever to win an Olympic gold medal in that category. A few months later, former President Moi honoured him with the Order of the Grand Warrior Award (OGW) for bringing **fame** and **honour** to his country.

The Olympic gold medallist is now world-trotting Goodwill Ambassador for the Standard Chartered Bank's "Seeing is Believing Global Campaign" that seeks to restore sight to a million people. This no-nonsense yet charming **young man** from Central Kenya has demonstrated on numerous tracks around the world that disability is not inability and that life can go on after the most devastating of calamities.

Most Kenyan athletes **tend** to **concentrate** on one or two events, rarely venturing into a third. Very few **venture** into a forth or fifth. Henry Wanyoike is among those very few who have ventured beyond the beaten tracks and distances. Over the last five years, he has won gold or silver medals in the marathon, half-marathon, 10-KM road race, the 10,000 metres, 5,000 metres and the 1,500 metres. No other Kenyan athlete has ventured so widely and so successfully.

Henry has also run in the Boston Marathon, the world's oldest, twice finishing 187th overall in 2003 in two hours, forty-nine minutes and three seconds (2:49:03) and 32nd overall in 2004. Both times he came first in the visually impaired category, even while running alongside foreign guides. His time of 2:33:20 still stands as the world record for blind runners.

In 2004 he won gold medals in at the 5,000 and 10,000 metres in the Athens Paralympic Games, breaking the world records in both events.

Having missed the world record of fifteen minutes, sixteen seconds (15:16) by only three seconds (partly because he had to push his guide for the last fifty metres). For him only the sky appears to be the limit.

At the All Africa Games held in Abuja, Nigeria in October 2003, Henry won the gold medal in the 1,500 metres and is thus the reigning African champion in this category.

The previous year at the International Paralympics Committee World Championships in Lille, France, he made history in his category by breaking two world records (in the 10,000 meters and 5,000 meters) in one meeting. In 2004, Henry broke the world record in both the 10,000 and the 5,000 metres at the Athens Paralympics. In Standard Chartered's Greatest Race On Earth, he has run in Nairobi, Singapore and Mumbai and now looks forward to the grand finale in Hong Kong this weekend.

Without doubt, Henry Wanyoike is one of the **most successful** and **highest-achieving** athletes to have emerged from Kenya over the last decade. Unfortunately, his **exploits and achievements** on the track have not received as much **appreciation** and publicity as those of his sighted compatriots. Facts and achievements do not always speak for themselves; they sometimes need to be shouted from the rooftops.

"I cannot adequately express my **gratitude** to Standard Chartered Bank for what they have done for me over the last years," he says. "They have given me **new confidence** to face my situation and exploit my potential as no other **organisation** has done for me."

That **confidence** has not been infused only into Henry Wanyoike. It has been infused into hundreds of other visually **impaired persons** worldwide, through the bank's "**Seeing is believing**" campaign.

Source: Benchmark

Source:The Daily Star.April 28,2006

REF: http://www.thedailystar.net/magazine/2006/04/04/personality.htm

Sense and sensibility

Tazin Abdullah

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It's a cold winter morning -- the sun isn't fully up yet. Wrapped in your blanket, you half-open your eyes and **realise** it's Friday. You turn around to go back to sleep, but your eyes do not wholly shut when you hear loud voices outside. They get louder and louder and you ask yourself why you **bother** closing the windows.

Unfortunately, it is not unusual in Dhaka to wake up to your neighbours having a go at one other. A common scenario appears to involve abuse hurled at each other over the dumping of rubbish on other people's properties. The residents of one house sweep their floors, trim their gardens. Forgetting that others might like to **enjoy** the same cleanliness, **they feel free to dump their rubbish on another's property.**

The people next door may not be the only ones suffering. Household rubbish is often found on public roads and drains, making it a problem for everyone. And if there is construction going on around you (which it probably is), then you might as well put off the comfortable evening stroll for a time when there won't be piles of sand and bricks blocking half the road. Well -- not just you but, most likely, these things affect everyone else living around you.

The examples above are only a handful amongst the innumerable public nuisances our society experiences. There are varied and sometimes very creative ways in which people choose to trouble their neighbours. But be it waking someone up with your shouting, letting your branches grow over your neighbour's wall or hiring a band to play loudly till 2 am for your private party, the bottomline is that each of **these situations result from a lack of civic sense.**

Most people would agree that the desire to have a clean house is a commendable one. Most people would deem normal things like wanting to build a house or an apartment block. Most likely, most people would also easily understand that these actions, undertaken carelessly, would have consequences for others.

Perhaps putting ourselves in other's shoes may help shed some light on the matter. Imagine your neighbour's dead leaves falling into your lawn. How would it be if you had an important meeting early in the morning, but could not sleep the night before because of the band playing next door?

It seems that, as a society, we rarely bring ourselves to these realisations. We seem to display a distinct lack of concern for those around us. In our everyday actions, we each pursue what we see as our own interests, with little regard for the interests of other individuals and of the society as a whole.

If the moral argument or the idea of a social conscience does not motivate you, then perhaps you can be tempted by clinging to the issue of self-interest. Believe it or not, looking out for others can benefit you! Not dumping rubbish on your neighbour's property will most likely ensure that your neighbour does not return the favour. Unclogged drains, clean roads and public places will probably safeguard your children and you from catching some unfortunate disease.

Whether one chooses to be socially aware out of a sense of civic duty or in pursuit of self-interest, it does not take a tremendous effort to change our everyday habits. Start by evaluating which of your actions may have consequences for others. It's easy for instance, smoking at the bus stop will definitely bother some people, or someone might slip on the banana peel **you carelessly threw out your car window**.

Then, see what you can do to ensure that your actions do not cause too much discomfort to others. For example, put the banana peel in your bag until you are home or near a rubbish bin. See, it's simple -- give it a try!

Source: The Daily Star. March 23, 2004.

REF: http://www.thedailystar.net/suppliments/anni2004/rights_09.html

CHAPTER-6 # Basic Motivation Concepts

GrameenPhone Australia Tour of Bangladesh

Nafees' motivation is Australia itself
Sports Reporter

For Shahriar Nafees playing against the best bowling attack in the world was the **incentive** to smash his maiden hundred as well as helping Bangladesh to touch a pinnacle in a day against Australia.

The 21-year old left-handed opener made his first game against the Australians a **memorable** one with a well-paced hundred (138 off 189 balls), the third highest after Mohammad Ashraful (158) and former Bangladesh skipper Aminul Islam (145).

"I think playing against the world's best attack was an **inspiration** for me. It is a different **feeling** when someone meets teams like Australia and I was also not an exception. And finally when you come out with a hundred against them, it's simply a **great, great feeling**," told an **excited** Nafees, who crossed the magical three figures in only the fifth match of his short **career**.

"And when players like Adam Gilchrist and Ricky Ponting **congratulated** me saying that it was a well-paced hundred, **joy** knew no bound for me," he added.

But the young batter was most excited with the fact that his innings played a role for his side to finish the day on a great note.

"The day's **success** proved that Bangladesh cricket is going upward which is most significant for me. I think the achievement was best of Bangladesh cricket. Scoring 350 runs in day against a team like Australia is not a joke," said Nafees, elated for obvious reason.

When he was asked about his batting position, Nafees said that his main concern is to score runs for his side.

"I enjoy batting for Bangladesh. My duty is to score runs for my team and not to think about batting positions. It's great that I made my hundred as an opener. I am looking forward to serve my team as best as possible," he said.

"I was not nervous at any stage even when I received a nasty bouncer off Brett Lee on my helmet.

But honestly speaking I was little bit tense when I reached 99," said the batsman who was dropped at a fly-slip position by Shane Warne when he was on 66.

Nafees was not successful against Muttiah Muralidaran whenever he tried to play the sweep but he showed different character against Shane Warne to be **successful**.

"Actually I was wrong in choosing the ball for sweep shot against Murali but I think I learnt from my mistake which reflected in the day against Warne. My main **intention** was to play according to merit of the delivery," he said.

The vital cog of his and the whole innings was the short period after lunch when Nafees and skipper Bashar consolidated to be set again during the post-lunch period. Before lunch, they were rampant, going at a rate of almost six an over. But just after lunch, Ricky Ponting's applied a different strategy to contain the batsmen, to test their temperament. But thankfully, the pair were steady and controlled to score only 28 runs from 13 overs.

Source: The Daily Star. Mon. April 10, 2006.

REF: http://www.thedailystar.net/2006/04/10/d60410040230.htm

Wal-Mart to allow unions in all China stores
Afp, Beijing

Wal-Mart said Wednesday it would allow **unions** to be set up at all its outlets in China, although the nation's government-run **labor organization** maintained a hard line against the US retail giant.

"Our announcement today that we intend to **collaborate** with the All China Federation of **Trade Unions**… reflects our **mutual aim** to establish grassroots unions within each Wal-Mart store throughout China," said a company statement.

"Wal-Mart China desires to further strengthen its ties to China and our associates."

Source: The Daily Star. Thu. August 10, 2006.

 REF: http://www.thedailystar.net/2006/08/10/d60810051679.htm

CHAPTER-11 # Basic Approaches To Leadership

WTO needs US leadership: IMF

Afp, Washington

The International Monetary Fund called Friday on the US government not to undermine the WTO by pursuing a patchwork of bilateral trade pacts.

In a review of the US economy, IMF directors said US **leadership** remains "key" to unblocking and concluding the **World Trade Organisation's** troubled "Doha Round" of talks.

"At the same time, most directors cautioned that care would be needed to resist domestic protectionist sentiment and to ensure that bilateral trade initiatives complement rather than substitute multilateral approaches," the review said.

The Doha Round is on life support after a meeting of six key players including the United States and the European Union collapsed in acrimony this week, largely because of disputes over farm payments.

President George W. Bush said Thursday the United States remained committed to a balanced WTO pact that opens up foreign markets in return for cuts to US farm subsidies.

But at the same time, US trade officials say they will continue to pursue more limited free-trade agreements. The United States is now in FTA talks with Malaysia and South Korea, which are among its top 10 trading partners

Source: The Daily Star. Sun. July 30, 2006.

REF: http://www.thedailystar.net/2006/07/30/d60730051768.htm

Charismatic Leadership

Charm and grace are all that is needed to create followers.

Self-belief is a fundamental need of leaders.

People follow others that they personally admire.

The Charismatic Leader gathers followers through dint of personality and charm, rather than any form of external power or authority.

It is interesting to watch a **Charismatic Leader** 'working the room' as they move from person to person. They pay much attention to the person they are talking to at any one moment, making that person feel like they are, for that time, the most important person in the world.

Charismatic Leaders pay a great deal of attention in scanning and reading their environment, and are good at picking up the moods and concerns of both individuals and larger audiences. They then will hone their actions and words to suit the situation.

Charismatic Leaders use a wide range of methods to manage their **image** and, **if they are not naturally charismatic, may practice assiduously at developing their skills**. They may engender trust through visible self-sacrifice and taking personal risks in the name of their beliefs. They will show great confidence in their followers. They are very **persuasive** and make very effective use of **body language** as well as **verbal language**.

Deliberate charisma is played out in a **theatrical sense**, where the leader is 'playing to the house' to create a desired effect. They also make effective use of **storytelling**, including the use of symbolism and metaphor.

Many **politicians use a charismatic style**, as they need to gather a large number of followers. If you want to increase your charisma, studying videos of their speeches and the way they interact with others is a great source of learning. Religious leaders, too, may well use charisma, as do cult leaders.

Charismatic Leaders who are building a group, whether it is a political party, a cult or **a business team**, will often focus strongly on making the group very clear and distinct, separating it from other groups. They will

then build the image of the group, in particular in the minds of their followers, as being far superior to all others.

The Charismatic Leader will typically attach themselves firmly to the identify of the group, such that to join the group is to become one with the leader. In doing so, they create an unchallengeable position for themselves.

The values of the Charismatic Leader are highly significant. If they are well-intentioned towards others, they can elevate and transform an entire company. If they are **selfish and Machiavellian**, they can create cults and effectively rape the minds (and potentially the bodies) of the followers.

Their self-belief is so high, they can easily believe that they are infallible, and hence lead their followers into an abyss, even when they have received adequate warning from others. The self-belief can also lead them into psychotic narcissism, where their self-absorption or need for **admiration** and worship can lead to their followers questioning their leadership.

They may also be intolerant of challengers and their irreplaceability (intentional or otherwise) can mean that there are no successors when they leave.

Musser, S.J. (1987). *The determination of positive and negative charismatic leadership*, Grantham: PA: Messiah College

REF: http://changingminds.org/disciplines/leadership/styles/charismatic_leadership.htm

CHAPTER-13 # Power and Politics

Dirty Politics vs. Political Savvy
How to do Organizational Politics the Right Way!

There certainly is a dirty side to **office politics** with brown-nosing, backstabbing, glory-hogging and outright lying can usually be found somewhere in most offices. The key to a **successful career** is to maintain a good reputation and maintain your integrity while **building relationships**.

One of the underlying ideas behind the Political Savvy Advantage™ is that it's about moving from a self interest to an enlightened self interest perspective. You want to build your reputation in the **organization** as a fair and decent player that looks for win-win solutions benefiting the organization overall. Self interest is much more short term: You hit me, and I'll hit you back.

What gives office politics a bad name is employees thinking that only the dishonest, backstabbing, conniving managers will succeed. There are a lot of really good, decent, frustrated people who are stuck. The only people they see doing the influence stuff are **the Machiavellian** shark types.

(Machiavelli, was the one who argued that rulers should have a reputation for being stingy, know how to be deceitful, and have no mercy for the weak or inactive players ... Haven't we all had bosses who demonstrate those qualifications?)

But **Machs** won't survive for long if workers with integrity enter the political arena as well. It's hard for a Mach to challenge a politically savvy individual. For the most part, Machs are out for themselves, so their networks are often not that large. A **politically savvy** person with a good reputation lower down can outmaneuver a Machiavellian.

Most organizations try to build relationships with their clients, Political savvy individuals build relationships all around them.

Successfully playing office politics requires you to join a group -- sign up with a party, basically. (Although your officemates would probably not appreciate being referred to as Whig or Bull Moose.) If you're trying to get something done in the office, you need to be able to go to co-workers as well as people elsewhere in the

organization on an informal basis. Politically savvy individuals are as comfortable working in the informal organization as well as the formal hierarchy.

You don't need to brown nose or do anything you are not interested in, like going to your bosses kids concert, most people have enough diverse interests that we can make that connection at work and beyond with comfort and integrity.

An important tip is that **administrative professionals** represent one of the most powerful sources of information and influence for anyone wanting to have the impact of those considered to be politically savvy.

Organization Politics is just like any other form of politics: People who can be trusted tend to do better, at least in the long run, than those who cut corners. The higher your reputation, the more influence you have in the organization. People want to work for those that are seen as **ethical players**, because that's where their careers lie.

If you're going to have **integrity** and form **strong relationships**, you have to use your political relationships for the good of the company, not for your own benefit. The more you're seen as operating ethically, the more your word is your bond, the more people can count on you. The idea is not to be about your career. Be about something the organization cares about.

Most of the time if you work to make your boss successful your team and organization will have success. The way that you get valued is to really be committed to being part of a team, and build strong relationships.

Again, enlightened **self interest** is a better way to win the sweeter life by being known as a fair player, to have a better reputation, to have my idea accepted instead of yours and get promoted.

<div align="right">
Stewart Friedman, Ph.D., Founding Director of the
Leadership Program, Wharton School of Business, University of Pennsylvania
</div>

REF: http://www.organizationalpolitics.org/

CHAPTER-14 # Conflict and Negotiation

Sino-Pak FTA talks next month

App, Beijing

Pakistan and China are scheduled to hold fourth round of **negotiation** on Free Trade **Agreement** (FTA) in Beijing next month.

A senior official of the Chinese Commerce Ministry told APP that they were looking forward to expedite the **negotiation process** in order to complete it by the end of this year.

The FTA will be a major step forward expanding the scope of import-export **between the two countries**.

The two sides are holding the talks, keeping in view the complementarity advantages in their industrial and trade structure, ensuring equal benefit and a **"win-win"** situation.

Both the countries enjoy most **favourable** environment to conclude a **mutually** beneficial agreement because of their excellent **diplomatic** relationship," the sources said, adding they are prepared to accommodate each other upholding their overall **business interest**.

Source: The Daily Star. Fri. August 11, 2006.

REF: http://www.thedailystar.net/2006/08/11/d60811050871.htm

Transformation Within Organizational Culture: The Gap Between Paper and Reality

By Brenda Bertrand

'Transformation' has become a buzzword in the organizational behavior industry. From *Who Stole My Cheese* to seminars on accepting change, there are a plethora of sources which introduce and offer self-help and management techniques to encourage personal and organizational transformation. In theory and on paper, transformation is an appealing concept with its restructured flow charts, diversity programs, and team-building exercises. In reality, **organizations are filled with old cultural norms** that are as tough as rubber, which make new and innovative ideas difficult to embrace. Transformation, like oil on water, can live comfortably on the surface of an organization resistant to penetrating the fiber and makeup of the culture. Transformation is a major undertaking that comes at a high price. But when it is implemented, the rewards surpass the painstaking effort. Prior to **transforming a culture**, it is important to understand what **'culture**' and **'organization'** are.

The culture of the organization speaks of the values, beliefs and behaviors that are shared by the members of the organization (Kennedy). An organization is a social entity that is goal directed, with a consciously structured activity system and a relatively identifiable boundary . E. H. Schein, a leading theorist on organizational culture, defines **'organizational culture'** as a pattern of shared basic assumptions that a

group learns as it solves its problems. These solutions are successful enough to be considered valid and, therefore, should be taught to new members of the organization as the correct way to perceive, think, and feel in relation to those problems. Combining these definitions it is clear that **the organizational culture** provides the interpretation of **core beliefs** and serves as the basis by which decisions are made, acceptance is granted, rejection occurs, and truth determined. Each organization has a culture that is unique.

A **positive organizational culture** reinforces the core beliefs and behaviors that a leader desires while weakening the values and actions the leader rejects (Kaufman 2002). A negative culture becomes toxic, poisoning the life of the organization and hindering any future potential for growth. Obviously, there is an inevitable bridge joining organizational culture and the level of success it enjoys (Peters and Waterman 1982).

The **culture of any organization** is formulated and impacted by several variables. The most obvious variable is the 'leader' of the organization, whether that leader is a parent, CEO, pastor, or principal. All things flow from the head. The values of the leader of any organization are reflected in the culture of the organization.

The second variable is the influence of the members of the organization—those joined to serve its mission. Members have an important impact on the organization's culture. According to Kaufman, "An organization is only as good as its people". These first two variables influence from "within" and thus are referred to as *internal* **cultural variables** (Schein 1992).

Lastly, there are *external* **variables**. The culture of an organization can be influenced by cultures from "without". This influence comes from the environment. For instance, industry and government systems can

impact an organization's internal culture. Although the impact of external variables may not be seen or felt directly, they are critical to the understanding of organizational culture and should not be ignored.

Imagine traversing through a jungle in Africa and coming upon a remote tribe. You are greeted with a new language and immediately encounter new beliefs assumptions, and behaviors. Your challenge is to change the cultural of this tribe. Where would you begin? How would you undo what has been accepted as normal? How would you convince the hierarchy and members of the tribe that change was good and needed?

As difficult as this task is to imagine, the task of transforming an **organizational culture** is just as overwhelming. The culture of an organization is like a river. It can be fluid, strong and consistent, serving as a lubricant while guiding its members in the right direction. In contrast, a river can become stale and toxic, silently killing those who drink at its shore (Kaufman 2002). Regardless of the state of the river, it is nearly impossible to turn its direction. Whether vibrant or toxic, changing the culture of an organization is a daunting task!

As an organization develops, successes and failures can be measured. When dysfunction is detected and cultural change is called for, cultures do not readily adjust. When a toxic culture exists, major overhaul is needed.

An **organization's culture** can endure while change is going on all through the organization. "Leaders die, products become obsolete, markets change, new technologies emerge, management fads come and go. but core ideology in a great company endures as a source of guidance and inspiration" (Collins and Porras 1998).

The transformation of an organization is often seen as the leader's responsibility to address but the subordinate's task to receive and

implement. On paper this seems ideal. The leader will cast a new or improved vision. Supposedly, as told by many trainers, the subordinates may resist at first but with consistent, forceful and at times manipulative motivation techniques they will eventually give in. Zap! A new culture will emerge. But in reality this has proven to be a false notion. Most 'transformation leadership' has resulted in pseudo and temporary change, which in fact simply serves as a thin veneer over a new superficial, frustrated, and increasingly **toxic culture.**

A serious mistake made by many leaders is to try to forcefully change the mindsets of those within an organization. Managers often force, rather than lead, change. However, organizational transformation imposed on followers first is resisted and resented by the followers. Successful leaders first impose change on themselves and then cultivate it in others.

The Center for Organized Change in San Diego identifies several pitfalls when implementing organizational change: 1) Managers lack integrity. Their words and actions are inconsistent. 2) Unrealistic expectations are set with no system to measure success or failure. 3) Systems remain unchanged. 4) Managers are impatient with the process. Most managers want results immediately and are not committed to investing years to see results. 5) Management often tries to force the issue through buzzwords and force. 6) Leaders resort to training as the main tool of transformation.

Again, note from the above pitfalls the problem of imposed transformation and subordinate compliance. In reality no one is really changing! The leaders are imposing and the subordinates are 'giving in'. When attempting to implement change, such leaders assume there is something wrong with the commitment and values of the subordinate. This is the main fallacy in most transformation models. There is an unhealthy

emphasis on analyzing what is wrong in others—particularly those below the leader in the hierarchy and their subordinates. This wrong emphasis results in creating or intensifying a toxic culture within the organization.

Many managers have been affirmed in the philosophy that the manager is right and the subordinates are wrong. This is not only seen in business organizations, but in schools, church organizations and in the home. Parenting 101 at its finest can be seen in the boardroom, classroom, and pulpit.

Popular transformation theory involves treating people like machines that need to be fixed. It places all responsibility for real change on the subordinates while the leader spends his or her time rethinking systems, analyzing breakdowns, destroying morale, and recasting the vision. This skewed concept is incorrect in its emphasis, process, and results.

Legitimate transformation is organic. It must be cultivated and nourished. The leader sets the example in the transformation process. Anything short of this simply creates a culture of compliance rather than commitment.

Peter Senge greatly impacted the way we view organizations when he introduced us to a new paradigm–creating organizations that are built around learning. In an interview with *Fast Company* he said, "Perhaps treating companies like machines keeps them from changing, or makes changing them much more difficult. We keep bringing mechanics when what we need are gardeners. We keep trying to drive change–when what is needed is to cultivate change." (Webber 2002) In order to be a leader who cultivates change there must be digging and discovery.

The self-mastery mindset of the gardener is developed in the first of Senge's five learning disciplines (Senge 1990). Senge's approach brings the leader to a place of self-analysis, re-educating the way the leader

thinks regarding **organizational culture**. The leader is called to distinguish him or herself as the trendsetter within the organization. The truly liberated leader, who is championing the cause of transformation, reaches for the garden shovel rather than the presentation pointer, the mirror versus the magnifying glass. The transformational leader wears the mantle of humility, and has the mindset of a farmer rather than a mechanic. Senge says, "Leaders must approach change as if they were growing something rather than changing something".

True transformation begins within the heart and mind of the leader. The leader sees the organization as a garden where life can spring forth. Through personal development the leader becomes a true learner. Change begins where learning and unlearning begins. Senge admits, "Most people in the organization other than the leader can't make deep changes; they act out of compliance rather than commitment." Organizations rely on the transformation of its leaders rather than the transformation of subordinates or systems.

The process that actually implements change often moves from the leader to small groups and then to the rest of the organization. However transformation can only leave paper and theory and come into reality once the leader of the organization is liberated in his or her own learning and self development. The leader becomes a learning leader and then the learning leader cultivates a learning organization. In that garden transformation is inevitable!

REF: http://www.weleadinlearning.org/bb-oct02.htm

Human rights summer school: A pioneer initiative

Dr. Uttam Kumar Das

Human rights is also an issue of culture among human communities. The concepts and ideas of human rights are expanding from person to person in different ways. Among them the effective one is through education and teaching. However, human rights education is a very new phenomenon in country like ours. Though it should be a part of the mass education but till now it does not happen. Only few law departments and other of social sciences in public and private universities offer this either as a full or part of a course. There are so many limitations: lack of the up-to-date syllabus and study materials, well educated (in the field of human rights) and trained up teaching staff, motivations so on and so forth.

Most of the donors and development partners working in the country are seemingly more interested to channel their funds through NGOs for programmes relating so called human rights awareness. However, most of these organizations, with few exceptions off course, are not in a position in terms of their human resources and capacities to run such type of activities. Sometime, the 'key persons' or 'leaders' of these organizations even do not practice the very basic spirit of human rights in their daily activities within and out side the organization, as we observe.

Considering this vacuum in the education of human rights, again a non-government organization (however, not like regular one) Empowerment through Law of the Common People (ELCOP) has come up with a mission of human rights education for selected group of people who will lead the country in near future.

The ELCOP has just recently completed the fifth round of its mission of 'Human Rights Summer School.' The latest programme held from 18 to 29 December 2004 as usual at the premises of the Bangladesh Academy for Rural Development (BARD) in Comilla.

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According to Dr. Mizanur Rahman the two-week long school is a residential programme that facilitates the participants to be introduced with the alternative and parallel **methods of learning human rights**, developing their better understanding, research capacity and skills of advocacy for promotion and protection of human rights which would lead to empowerment of common people. The participants are the selected law students from mainly public universities of the country as well as some from other South Asian countries.

The main objectives are:
*Sensitize the participating students on crucial social issues, like poverty alleviation, empowerment of women, rights of minority and environmental issues;
*Teach them how to identify human rights issues;
*Provide with a modern and effective methodology for the implementation of basic human rights;
*Plant in the students a deep sense of social responsibility; and
*Train a group of pro-human rights and anti-generic lawyers who will play a more efficacious role in protecting and upholding human rights.

The theme of summer school 2004 was "Human Rights and Good Governance." The total number of participants was 47. Among them two were from India and four from Nepal.

The working days, from 18 to 28 December were devoted on different issues. These include Genesis of Human Rights, Good Governance, Group Rights and Governance, Legal Education and Justice, Displaced Persons' Rights, Migrants Rights, Access to Justice, Lawyering for Justice and community visit.

Like previous one, this year's resource persons also included eminent and active persons in the field of legal education, judiciary, research, human rights activism etc. They included Justice K M Subhan, Barrister M. Amir-ul Islam, Mr. Shafique Ahmed, Professor Rafiqul Islam of Macquarie University, Australia, Dr. Mizanur Rahman, Dr. Rahamat Ullah, Gobinda Chandra Mondol, Professor Dr. M. Shah Alam, Zakir Hossain, Ms. Christine Richadrson, Professor M. Habibur Rahman, Dr. Sarker Ali Akkas , Mr. Nakib Md. Nasrullah, Mr. Salim Toha; Professor David McQuoid Mason of University of Kwazulu-Natal, South Africa; Professor Yubaraj Sangroula of the Katmandu Law School, Nepal; Professor Shubhram Rajkhowa of Gouhati University, India; Dr. Hossain Zillur Rahaman; Advocate Sultana Kamal, Dr. Faustina Pereira and Mr. Philip Gain; Mr. Iqbal Sobhan Chowdhury; Ms. Rina Sen Gupta and Mr. Mizanur Rahman of the International Organization for

Migration (IOM); Supreme Court lawyer Dr. Naim Ahmed; senior government official Dr. Mahfuzul Haq for their valuable contribution.

In the fifth school, for the first time a day was devoted on Displaced Persons' Rights. The day sponsored by the United Nations High Commissioner for Refugees (UNHCR). Issues covered on that day included conceptual background of asylum seekers, refugees and internally displaced people (IDP), mandate and activities of UNHCR and the international protection of refugees, accession to the 1951 Convention relating to the Status of the Refugees and its 1967 Protocol and adoption of a national legislation on asylum seekers and refugees, UNHCR's operations in Bangladesh.

The former Chief Justice Muhammad Habibur Rahman formally opened the school on 18 December 2004. Dr. Kamal Hossain was the Chief Guest at the valedictory session while Mr. Christopher Beng Cha Lee, Representative of UNHCR in Bangladesh and Mr. Kim McQuay, Representative of the Asia Foundation were special guests.

This year ELCOP introduced the lifetime achievement award for human rights. The first award goes to Justice K M Subhan for his life long activity and contribution for promotion and protection of human rights in the country.

One important thing needs to be mentioned that a good number of private universities have initiated law departments. So, participants should also be picked up from there. Off course, the quality and level of the participants should be a determining factor for selection. Also different institutions should come forward with **innovative idea** and **plans** for initiating human rights education and research.

The author, a human rights researcher and practitioner, now works with UNHCR in Dhaka.

Source: The Daily Star. January 16, 2005.

REF: http://www.thedailystar.net/law/2005/01/03/event.htm