

# Competitive Advantage through People

Anant H. Singh

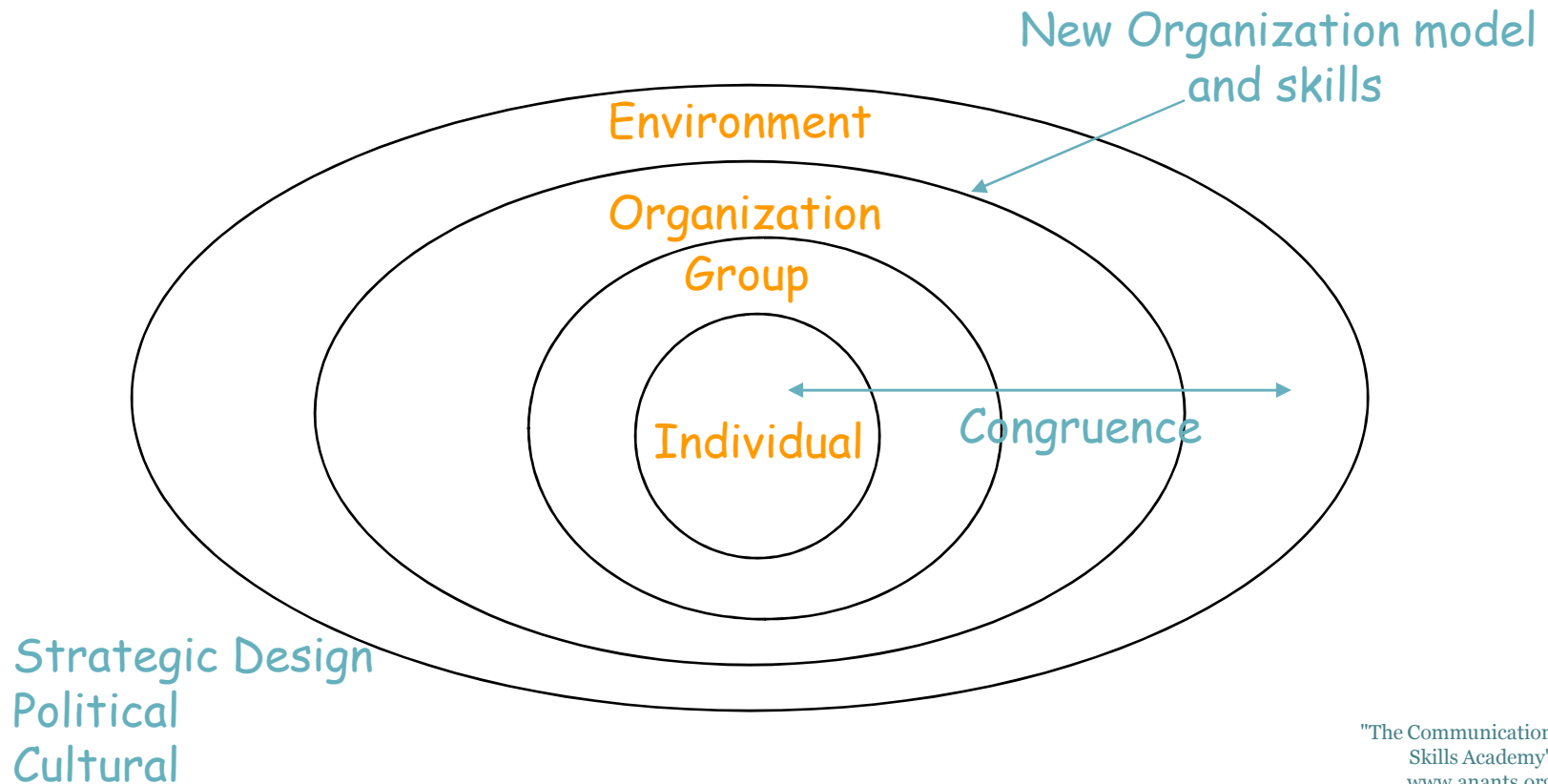
Organizational Behaviour  
S. P Jain Centre of Management,  
Singapore  
GMBA 2008-09

# Course Objectives

- To gain an understanding of aspects of self and organizations with a view to improving personal effectiveness
- To develop an understanding of group dynamics, boss subordinate relationships and interpersonal processes with a view to managing them better
- To understand how behavioural issues impact work groups and organizational change, and to learn to anticipate and manage them for organizational development

# Broader Aim

Understand and learn to manage organization behavior at the individual, group and organizational level to optimize outcomes for all stakeholders



# Benefits of studying OB

- Better productivity / performance
- Faster career growth
- Better relationships at work and in personal life
- More happiness and contentment

# Learning tools

- Interactive Lectures/presentation
- Role Plays
- Case studies
- Individual and Group exercises

# Session objectives

- Defining Organizational Behaviour
- Understanding the basic OB model
- Case (Application of knowledge)
- Team exercise (From theory to practice)
- Individual exercise (The first step)

Does better peoples skills lead to all these benefits?

**Peter F Drucker**

**“...perhaps the most important of all skills a person can possess”**

**Daniel Golemen**

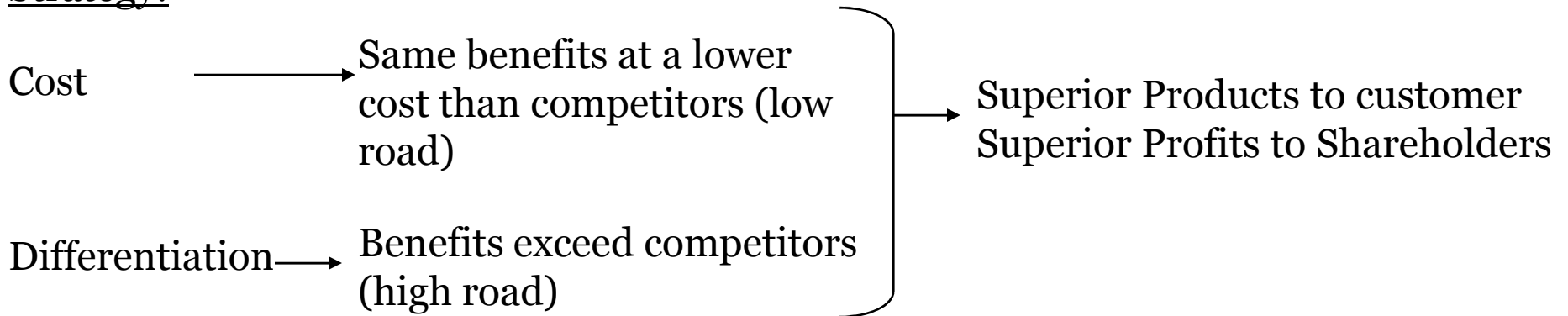
**E Q determines to a large extent how successful one is likely to be**

# What is OB?

- The study of how human inputs can be optimized in an organization

# Competitive Advantage (Porter 1980;1985)

## Strategy:



Distinctive Capabilities lead to sustainable Competitive Advantage because they are difficult to replicate

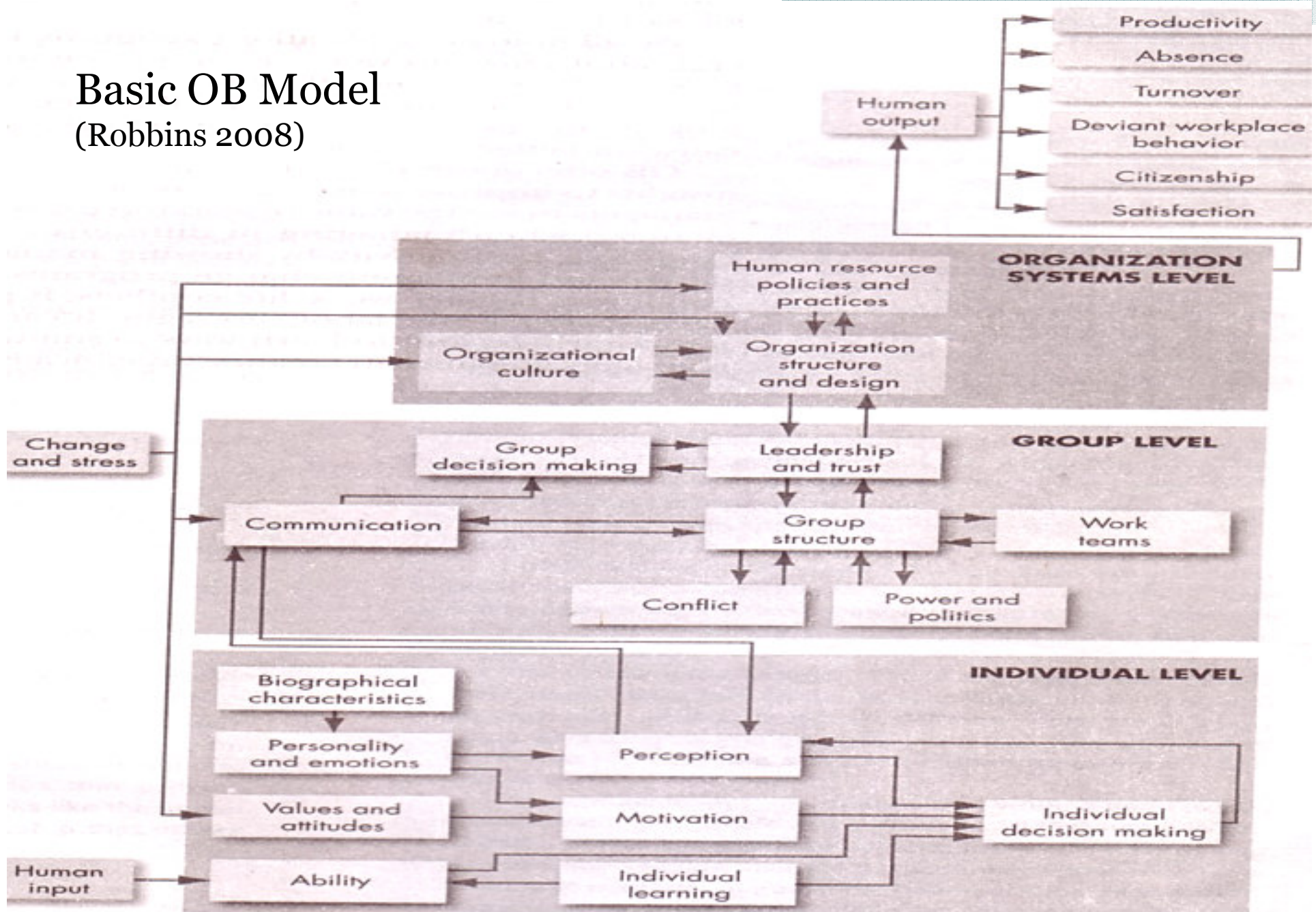
Reproducible Capabilities can be bought or created by competitors

# Competitive advantage through People

Pfeffer & Veiga (1999)

1. employment security
  2. selective hiring
  3. Decentralization
  4. high contingent compensation
  5. extensive training
  6. reduction in status differences
  7. sharing information
- High relevance for labour dependent industries reliant on **discretionary effort** e.g. Service Industries

# Basic OB Model (Robbins 2008)



# Case

10 minutes

# Team Exercise

Positive reinforcement versus Punishment  
(15 minutes)

Individual exercise

**Who am I?**