

"A man is
great by
deeds, not by
birth"

-Chanakya

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Case Study

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Making in India...will influence work?

Priya Nair Rajeev ¹

Jatin Pandey ²

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Please contact the corresponding authors if you would like to access the full case

¹Assistant Professor, Organizational Behaviour and Human Resources at the Indian Institute of Management Kozhikode, India. IIMK Campus P.O., Kozhikode, Kerala 673570, India; Email: priya@iimk.ac.in ; Phone Number (+91) 495- 2809439

² Assistant Professor, Organizational Behaviour and Human Resources at the Indian Institute of Management, Kozhikode, India. IIMK Campus P.O., Kozhikode, Kerala 673570, India; Email: jatin@iimk.ac.in ; Phone Number (+91) 495- 2809113

Abstract

In this case and exercise, we depict how influence needs to be exercised to convince others of our point of view, get them to support our decision and finally act in ways that we would want them to. The case presents two scenarios with specific issues involving different stakeholders who are at different levels in the organization. The first scenario deals with an Intellectual Property issue which necessitates a bipartite negotiation between the manufacturer represented by the general manager of an organization and their customer represented by a high level government official. The second scenario is based on the issue of worker productivity and requires a tripartite negotiation between the trade union, the HR manager and the line manager. In each scenario, the parties need to negotiate and deploy different strategies of influence to win over the opposing party. A mix of four major influence strategies need to be used judiciously for effective negotiation. The P3 Framework (Power through Personality and Position; Source: Prof Priya Nair Rajeev & Prof Jatin Pandey) is used as the theoretical anchor on which the case and the exercise are built. The case is designed to bring to fore the usage and utility of four different influence strategies that can be used in conjunction with and as a supplement to power. The four influence strategies emanate from two different dimensions: inspiration and relations that flow from the personality of the individual and coercion and rewards that emerge from the position the individual occupies. Further, these strategies need to be used in accordance with their value and repeatability over a period of time. The case and exercise make use of a novel technique of mapping the negotiation process through the exchange of physical currencies of different kinds thereby making the class very interesting and engaging.

Research Office

Indian Institute of Management Kozhikode

IIMK Campus P. O.,

Kozhikode, Kerala, India,

PIN - 673 570

Phone: **+91-495-2809237/238**

Email: research@iimk.ac.in

Web: <https://iimk.ac.in/faculty/publicationmenu.php>

