



The Rise and Decline of Organizations: Can 'Intrapreneurs' Play a Saviour's Role?

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This paper deals with an intriguing phenomenon. Companies that once displayed remarkable enterprise, energy, and ingenuity in their attempt to gain industry leadership suddenly appear to lose their magic touch and fall in a 'tail-spin.' There is compelling evidence that these are not isolated cases but part of a universal trend. The life-span of companies has been shrinking inexorably all over the world. However, it is possible to escape this trend through timely interventions. Most important among them is unleashing the natural, innate creative abilities of 'intrapreneurial' employees. Given the opportunity and support, they would be capable of meeting and overcoming all the threatening challenges that emerge and often account for corporate downfall. An army of intrapreneurs can be quite invincible. This paper describes the essential conditions that must be created to encourage intrapreneurs to take up the challenge of continuous change and innovation.

Singh, J. 2006 "The Rise and Decline of Organizations: Can 'Intrapreneurs' Play a Saviour's Role?", *Vilkalpa*, Vol.31, No.1 (Jan-Mar).



Transformational Leadership in India: Developing and Validating A New Scale Using Grounded Theory Approach

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This research developed and validated a measure of transformational leadership in India using three studies. We followed grounded theory approach for generating the initial item-pool (n=250). In the second study (n=379) a six-factor model emerged after an exploratory as well as confirmatory factor analysis was done. The factors show support for both universal and unique cultural dimensions. In the third study (n=202; 101 dyads) we found support for sound psychometric properties for the new scale, including incremental validity.

Singh, N., & Krishnan, V. R., 2006, "Transformational Leadership in India: Developing and Validating A New Scale Using Grounded Theory Approach", presented at the Annual Conference of the *Administrative Sciences Association of Canada*, Banff, Alberta (June).



The Role of Positive Psychology in Resistance to Change: An Examination of Outcomes and Correlates in The Indian Context

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Research on positive psychology demonstrates that specific individual dispositions are associated with more desirable outcomes. In this paper, we explored the role of resistance to change and its relationship with employee attitudes and performance. The study examined the relationship of resistance to change with variables like hope, optimism, perceived organizational support (POS), and task performance.



The role of resistance to change in explaining variance in performance and other outcome variables is examined in comparison with organizational antecedents like POS. The role of positive psychology constructs (hope and optimism) in predicting resistance to change is explored. Data was collected from 94 executives and ratings from their boss from different organizations in India using survey questionnaires. Most of the results were in the expected direction. Resistance to change was negatively correlated, with commitment, optimism, hope, perceived organizational support, and task performance, and positively correlated with turnover intentions and organizational cynicism. Regression analysis of resistance to change with POS yielded support for the contribution of resistance to change in explaining select outcome variables. We discuss the implications of these findings and highlight areas for future research involving resistance to change and positive psychology constructs.

Srinivas, E. S., & Tyagi, S., 2006, "The Role of Positive Psychology in Resistance to Change: An Examination of Outcomes and Correlates in the Indian Context. In S. Oreg (Chair), Resistance to Change: Definitions, Antecedents and Outcomes. Paper presented at the meeting of the *Society for Industrial and Organizational Psychology (SIOP)*, Dallas, TX.

Managing Your Sales Force: A Motivational Approach

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Salespersons occupy a vital position in most organizations, yet they tend not to hold their profession in high esteem. According to the author of this book, unless salespersons take pride in their work, they are unlikely to perform to the best of their abilities. This, in turn, is bound to affect the organization in terms of both its growth and its profit. Pingali Venugopal approaches the sales management function from the motivational dimension in order to revive the lost vocational esteem in the sales profession.

Divided into two sections, this book

- takes an integrated view of management decisions, both strategic and operational, and works out each as a motivator for the salespersons;
- emphasizes the need for managers to motivate salespersons, beyond the commonly used monetary incentives;
- highlights the importance of behavioural transactions that have to take place for a sale to be successful;
- develops a framework to integrate the sales management function with the marketing mix so that there are no overlaps; and
- stresses the need to devise appropriate training programmes for salespersons.

Containing several real-life examples, easy-to-apply frameworks and planning exercises, this book will be indispensable for all sales managers. It will also be extremely useful for professionals in the areas of marketing and sales and will serve as a supplementary reference for business school students.

Venugopal, P., 2006. "Managing Your Sales Force: A Motivational Approach", *Sage Publications, New Delhi*.