©KY PUBLICATIONS
REVIEW ARTICLE
Vol.3.Issue.2.2016
Apr-June.

ISSN:2349-4638

http://www.ijbmas.in
INTERNATIONAL JOURNAL OF BUSINESS, MANAGEMENT AND ALLIED SCIENCES (IJBMAS)
A Peer Reviewed International Research Journal

BEHAVIOURAL STRATEGIES AND ORGANISATION FOR AUGMENTATION OF BUSINESS IN AUTOMOBILE INDUSTRY

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ABSTRACT
This article shares the results of new research quantifying the financial benefits of processes that “debias” strategic decisions. The practice of behavioural strategy all business must style of strategic decision with incorporation of lessons of psychology and the recognition that even trying, to escape the swamp of biases can be pulling ourselves up by our own hair, Taking the bias out of meetings such as gathering data, discussing analogies, and stimulating debate can diminish the impact of cognitive biases on critical decisions. A simple language for recognizing and discussing biases, must be found which is based on the reality of corporate life and as opposed to the sometimes-arcane language of academia. All this represents a significant idea that business must show commitment for a profound cultural change.

Keywords: Behavioural Strategies, Organisation, Augmentation of Business

INTRODUCTION

All business depends on appropriate, effective, well-communicated, HR and business practices It requires mandated laws and regulations. Good planning and effective practices help regulatory compliance. Human resource practices help to increase the productivity and quality, and to gain the competitive advantage for a workforce to strategically align with the goals and objectives of the organization. The best practices in the management of human resources are the ones which optimize a workforce to ensure a greater level of efficiency, promptness and quality. The best practices of human resources firm make sure that these benefits and pay scales meet the company’s budget. Innovative Human resource (HR) practices build up competencies and capabilities for performance to create long term investment for innovation of business ideas and strategies for the future. Work behavior which goes beyond the reach of organizational measures of job performance holds assurance for long term organizational success because this types of action help improve organizational efficiency, and effectiveness. According to Katz and Khan 1978, employees who go extra mile by performing spontaneous behavior which goes beyond their role prescriptions are valued by the management. This phenomenon is critical for creating effective business. A manager can not foresee all contingencies or fully anticipate the activities which can derail on organization. The present study investigates the need for business strategies in business growth and how E.Q and I.Q are essential part of business strategies for business growth The business has to offer jobs which come with enlarged duties. A job enlargement is a job design technique wherein there is an increase in the number of tasks associated with a certain job. In other words, it means increasing the scope of one's duties and responsibilities. The increase in scope is quantitative in nature and not qualitative and at the same level job enlargement is a horizontal restructuring method that aims at increase in the workforce flexibility and at the same time reducing monotony that may creep up over a period of time. It is also known as horizontal loading in that the responsibilities increases at the same level and not vertically. The crucial decision to act or not to act are implements that help the mission to achieve its vision.

AIM AND OBJECTIVES OF THE STUDY

The aim of a business strategy is to ensure that the threats posed by the external environment should be minimum and works to decrease the effects of internal weaknesses. The opportunities and strengths ensure achievement of maximum productivity. As the external environment changes more opportunities are created in a company. If the threats are more then, a company cannot grow without a business strategy and no business can realize the opportunities available unless an organization has a vision for the future, and a reason for its existence. And also the different options available to carry out their Mission. The Strategy guides an organization to use its resources to pursue its Mission; it decides how the physical, financial and knowledge resources should be utilized to achieve a mission. A strategy clarifies.• The nature of the problem and how it can be resolved ; the opportunities and threats in the environment and the strengths and weaknesses of the organization.

REVIEW OF LITERATURE

Research on EQ within Primary Education

McDowelle (1998)

(DuPont, 1998; Finley, Pettinger, Rutherford, & Timmes, 2000; Gore, 2000).

The literature of this paper focuses on the instruction of social and emotional learning which can increase students' intrapersonal skills in the classroom EQ and its relation to educational leadership effect intrapersonal skills. The social competencies consistently throw up emotionally intelligent leaders. Who possess higher levels of self-confidence, to manage emotions, motivation, persistence, persuasion and to develop interpersonal relationships. The interpersonal skills such as self-awareness must correlate with the ability to regulate emotional responses and social competencies for improved performance that impact group behavior. The enhanced EQ skills foster collaboration and communication inside every group. Group behavior can be easily predicted by EQ variables than by scholastic intelligences Exposure to EQ increases leaders' ability to communicate feelings effectively, and empathize with others, to work cooperatively, and handle conflict.

In the above literature, individual and group performance has been gauged by EQ. Studies on EQ among leaders have looked at gender differences. Which indicate only a slight difference in EQ between men and women, some women scored higher on the relation between EQ and academic ability. A learning disabilities show lower on EQ measures related to adaptability and other social skills. The high scores on EQ measures define outstanding ability in intelligence, creativity, and leadership skills, talent was found to relate to EQ measures. The talented leaders have greater ability to understand emotional messages more than possessing a higher IQ level. This ability distinguishes the gifted leader from the average leader. But grade point average GPA and EQ, had no correlations. The female students from disadvantaged backgrounds were found to possess higher levels of EQ, these abilities assisted them in maintaining high academic standards for themselves.

Furthermore, research on visual stimuli and the accurate perception of emotions reveal that individuals differ in understanding and ability to regulate emotions and use them to determine behavior the ability for accurate prediction of emotional content in visual stimuli depends upon the participant and his ability to understand different emotional cues. The research EQ and group performance on limited factors like relationships, cooperation, and team dynamics are enhanced by the ability to apply skills learned from EQ, This can effectively impact all activities in business.75% to 96% of individuals ability to perform a job is on account of variables like EQ where emotional illiteracy can lower team efficiency to create dysfunctional team interactions. This literature review has examined the topic of EQ and sought to measure EQ but it recommends a look at assessment tools also for Emotional Intelligent.

HYPOTHESES

H1. A positive relationship between behavioral strategies and business organization will show that growth.

H2. A strategy that considers market orientation, customer service, customer satisfaction and performance as objectives that are specific, measurable and time bound are the fundamentals that help maximize share holder profit.

H3. Business cannot be augmented without good behavioural strategies for growth.

H4. Behavioral strategies need to look at cognitive social psychology and also at strategic management principles and practices including concepts like EQ and IQ in management.

H5. There is high co-relation between marketing strategies and management behavioural.

METHODOLOGY

Any research study builds its hypotheses on the bases of some research. The hypotheses have been drawn after great thought and contemplation to show that hypotheses is logical and has a rationale the research methodology uses some methods and processes. The research methodology is a part of research report to help the researcher evaluate the findings and conclusions of the research. The first step of research is data collection. The technique of data collection will be through primary sources and secondary sources. The primary sources data will collect first hand information from respondent the questionnaire and oral interview will conducted by the researcher for collection of requisite data. This will be got from from management and non management staff. The information for questionnaire and interview will be obtained from published material such as text books, Journals, Magazines, Newspapers, Articles which are considered as expert opinions in this field.

BEHAVIOURAL STRATEGIES FOR AUGMENTATION OF BUSINESS

The Need for Business Strategy:

The corporate strategists who make important decisions rarely take into account the cognitive biases. They are systematic tendencies to deviate from rational calculations. In strategic business decisions, the entrepreneur has to recognize his own biases. In Business most executives have a difficult time in harnessing their power. The quality of decision making is often bad and confirm the significant body of research indicating that cognitive biases affect the most important strategic decisions Mergers do not to deliver the expected synergies. Strategic plans do not consider competitive responses or practice behavioral strategy. All businesses must use new norms for activities such as gathering data, discussing analogies, and stimulating debate which can diminish the impact of cognitive biases on critical decisions. A simple language for recognizing and discussing biases must be found which is based on the reality of corporate life. Business must show commitment for a profound cultural change. The value of a good decision processes has tremendous value . A business decision involves some fact gathering , analysis insights and judgment . The process can be formal or informal by which the data and judgment become a decision. A good analysis comes from good judgment the process is very crucial. Decision-making is effective when there is process, analysis and industry. **1)** Largely the quality of process is to exploit analysis and reach decision. The explicit exploration of major uncertainties must include perspectives that contradict senior leaders point of view and allow participation in discussion by skill and experience rather than by rank. **2)** Industry or company variables look at number of investment opportunities, capital, availability of resources to implement decisions. **3)** Quantity and detail of analysis of performance include detailed financial modeling, sensitivity analysis, analysis of financial reaction of markets. There are 17 practices for making a decision. Eight of them deal with the quantity and detail of the analysis such as building detailed financial model and sensitivity analyses. The others describe the decision-making process that explore and discuss uncertainties and viewpoints that contradict the senior leader and his point of view. These characteristics in academic research have proved effective for overcoming biases. By controlling factors like industry, geography, and company size, regression analysis is used to calculate the amount of the variance; Decision outcomes are explained by the quality of the process. When companies are successful or a decision turns out well, their actions are the important contributors to the analytical process. The questions for specific decision must be surveyed to create performance metrics. The outcomes helps to assess revenue, profitability market share and productivity. It was found that process mattered more than analysis an unbiased decision-making process will ferret out poor analysis. A superb analysis becomes useless unless the decision process is thorough. Raising a company from the bottom to the top by the decision-making process improves its return on investment (ROI). This underscores the tight relationship between process and analysis. Good process, makes good business.

How to Build Behavioral Strategy to Overcome Biases:

Any seasoned executive recognizes biases and takes them into account. An individual recommendation may be fueled by self-interest a neutral third party could give independent opinion. The biases in corporate decisions come from habit, training, executive selection and corporate culture. Fundamentally, biases are a product of human nature they are highly resistant to brutal feedback and are hardwired. Strategic decision making tries to limit all biases and decision making becomes a process that will confront different biases and limit their impact. Decision makers are not infallible; they are human. a high-quality outcome comes from organized teamwork and the processes.

Strategic decision making uses an understanding of the biases and the process needs to address them; the subset of biases that are relevant are classified in five simple, business oriented groupings Nobel laureate in Economics Daniel Kahneman has pointed out, the odds of defeating biases in a group setting rise when discussion of them are widespread. The ability to identify patterns carries with it a risk of misinterpreting conceptual relationships.

The pattern-recognition biases include saliency biases where weight age is given to highly memorable events and the confirmation bias has the tendency to form hypothesis and to ignore evidence that disprove it. When analogies comparisons or salient examples are used to justify a decision, pattern recognition biases is at work. Pattern recognition is second nature and quite valuable to executives to fight biases. One must see facts in a different light and test alternative hypotheses for those facts. This practice uses management techniques like reframing or role reversal to formulate alternative explanations for the evidence. It leverages out of the box thinking and competition.

Another useful method for changing the angle of vision is to make it wider by creating a reasonably large set of similar endeavors for comparative analysis. Most strategies depend on optimistic forecasts of market potential or underestimated competitive responses. Superior decision-making processes promote the recognition of uncertainty. There is a clear and explicit distinction between decision meetings, where leaders should embrace uncertainty and implementation meetings, where it's time to move forward together. During a major decision, it's critical to discuss which metrics need to be monitored to highlight necessary course corrections quickly because many potential outcomes are possible. Stability biases make business less prone to depart from the status quo. This includes anchoring In strategic conversations stability biases also include loss aversion. To diagnose your company's susceptibility to stability biases one can compare decisions over time. Map the percentage of total new investment each division of the company receives year after year. If that percentage is stable but the divisions' growth opportunities are not then there is cause for concern. A similar inertia often bedevils advertising budgets and R&D project in the pipeline. By reducing each reporting unit's budget by a fixed percentage for instance 10 percent and the resulting tough choices facilitate the redeployment of resources to more valuable opportunities. By challenging budget allocations at a more granular level this can help companies reprioritize their investments.

Heated discussions in which participants seem to see issues from completely different perspectives often reflect the presence of different (and generally unspoken) interest biases. Strong decision-making processes explicitly account for diverging interests.

Social biases are sometimes interpreted as corporate politics. When nothing is at stake we tend to conform to the dominant views of the group we belong to. In strong corporate cultures the incentives work calls to conform tendencies. An absence of dissent is a strong warning sign. Social biases prevail in discussions where everyone in the room knows the views of the ultimate decision maker or the irrevocable leader. Only tools per se do not create debate. Genuine debate calls for diversity in the backgrounds and personalities of the decision makers, a climate of trust, and a culture of depersonalized discussions.

How to Adopt Behavioral Strategy:

It is easy to orchestrate a perfunctory debate to justify a decision already made (or thought to be made) by the CEO. Leaders who want to change the decision-making style of their companies must commit themselves to a revolutionary path. Some executives fear and do not apply the principles as they are divisive, counterproductive, or time consuming. A higher standards of process must apply in big decisions.

In most companies, decisions are made by a small subgroup of the executive team, which is an ad hoc, informal, and often iterative process. The second set use repetitive but high-stakes decisions that shape a company's strategy. In most companies, crucial processes are R&D allocations and investment decisions. Formal processes are often affected by biases. There should be open discussion of the biases that undermine decision making and also the conducting of postmortems of past decisions and observation of current decision processes. Some biases combine to create dysfunctional patterns that become cultural traits that create a culture of consensus based inertia and status –quo, the biases to which the decision process under review is particularly prone will soon become evident. Companies need to select mechanisms that suit the type of decision at hand, their culture, and to the decision-making styles of their leaders. They should select practices and tools to counter the most relevant biases.

Business must embed practices in formal processes. One reason it's important to embed these practices in recurring procedures is that everything we know about has the tendency toward overconfidence. This suggests that it is unwise to rely on one's instincts to decide when to rely on one's instincts. Good decision making requires practice as a management team. The behavioral-strategy journey requires effort and the commitment of senior leadership better decisions and engaged managers become strategic investment of the organizations.

The Various Biases That Plague Good Strategies

Psychologists and behavioral economists have identified dozens of cognitive biases in business strategy. All cognitive biases have close relationship with the rules of thumb and mind-sets that often help managers.

a) Action oriented biases lead to thoughtless and quick action *i)* Excessive optimism and a tendency to be overoptimistic about the outcome of planned actions, and overestimate the likelihood of positive events, and also underestimate the likelihood of negative ones. *ii)* Overconfidence rises from overestimation of ones skill level and leads to overestimate his ability to affect future outcomes, take credit for past outcomes, and neglect the role of chance. *iii)* The tendency to neglect competition leads to creating plans without factoring of competitive responses. .

b) Interest biases come from conflicting incentives that can be nonmonetary or emotional.

i) Misaligned individual incentives in an organization can adopt views or to seek outcomes favorable to their unit or themselves, at the expense of the overall interest of the company. These self-serving views often become Genuine biases. ii) Inappropriate attachments of individuals to people or elements of the business such as legacy products or brands can create a misalignment of interests. iii) If there are misaligned perception of corporate goals and disagreements often unspoken about the hierarchy or relative weight of objectives pursued by the organization and about the tradeoffs between them. Then interest bias will be set in motion.

ORGANISATION FOR AUGMENTATION OF BUSINESS IN AUTOMOBILE INDUSTRY

Planning and Organisation: Planning is an essential for business: *a) Operational planning* is immediate, and ensures that orders are completed on time. *b) Managerial planning* helps to preplan annual objectives, for sales and expense budgets. *c) Executive planning* assures the long-term health and direction of your business.

Business plans, with strategic-orientations, help to focus on the medium and long term objectives. As your business to grows change, is essential. Many entrepreneurs fail in this transition and businesses reach a plateau or go out of business.

Facilitators are great to encourage dialogue and to assemble the plan, but the key players involved in the company must work to take responsibility and correct incompetencies Business planning will succeed if it is critically evaluated by an outside party who can be more objective.

Business planning requires a holistic approach. All parts of a business must work to create a whole. This involves planning, diagnosis, strategies and implementation.

The four business divisions – marketing, operations, human resources and finance are important, but at some time one is usually more in need of development. The choice is difficult but crucial. Businesses lose balances when the different divisions grow at imbalanced but odd rates. A business grows, when there are changes in each of the divisions and it becomes more formal, and structured operation.

Business growth is limited by capacity of each division to meet challenges. So one must identify capacity needs and plan to increase capacity as required.

To Augment and Organize A Business Needs:

A planning team. to spread the workload, and a broadly based group gives direction, making implementation easier and smoother. Organisation need support and guidance from business professionals or a mentor.

Access to information. With good analysis of bookkeeping programs, the management information systems, help the business.

A commitment of time. is very essential This includes at least three hours to report findings from the diagnosis, about six hours to discuss which business areas is the most critical, three hours each to discuss plans for the secondary divisions, and six hours to develop the final plan. **Business Organisation Includes:**

a) Marketing and Financial Analysis b) Operations and Human Resource Analysis c) SWOT (Strengths-Weaknesses- Opportunities-Threats) Analysis d) Mission Vision Values e) Selection of ‘plan type’ f) Selection of Critical Division g) Setting Critical Division Goals and Strategies h) Setting Secondary Goals and Strategies i) Development of Implementation Plan.

If the team is large assign one person to each division, and make that person responsible for presenting findings to the rest of the team. As a champion for their area, and all team members will get information they need about all aspects of the business. Small, business can assign more than one division to each team member. At the pre-planning, stage many teams start with finance because it is the most objective area.

The formal nature of the analysis is important. The diagnosis must be honest, objective and thorough to work with facts, not assumptions. marketing plans help the necessary transition from prospecting to customer service. These measures are often subjective, but can set benchmarks that track the success or failure of marketing strategies sales staff product pricing and quality control.

Human resources operations are industry specific the four general industry types are retail/wholesale, manufacturing, service and hybrid. Here the measures examine capacity, the role of suppliers, and the time required to process an order, or produce a product or complete a delivery.

Human resources measures reveals how the business recruits, develops, compensates, supports and manages staff . Growing business moves from an informal, collegial atmosphere to one that is structured. The right staff , people who share the values can help the growth of the company. It is necessary recruit and train new people carefully.

The organization of finance is the most complex as it offers the most objective measure of the health of business. The rules are set and followed in a fairly consistently and systematic manner. The diagnostic measures provide the financial strength of the business to shift from a structural internally focused one to external demands. It needs an operating, capital and cash flow forecast to recognize that this is an integral part of the business operation.

CONCLUSION

A leadership strategy supports the effective implementation of an organization’s business strategy. Without the right leadership, organizational strategies will remain as ink on paper. Getting the right leadership to implement business strategies takes careful planning and dedicated effort, and often substantial investment.

This is a tough challenge; but it is an important one. If we get this right the end result will be a balanced, sustainable and low carbon economy where all businesses and individuals can take advantage of the opportunities presented.

Thus to conclude that the four dimension for better business are customer satisfaction, Customer relations, Growth in sales and Profitability which variables play an intrinsic role in the analysis of business growth and in the essential achievement of business goals. There is a positive relationship between behavioral strategies and business growth. The behavioral strategy will include consideration of principles of management like EQ and IQ. The explanatory variables for business growth are behavioral strategies and organization. The hypotheses will predict the relationship between behavioral strategies organization and growth by following a line of enquiry stated in the hypotheses. The generalized idea of the research question is a tentative statement of the relationship between two or more variables.

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