

Can Training Overcome Communication Barriers in Xenon Company Ltd.,? : Case Study

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Mr. Rakesh Tandon, General Manager of Xenon Ltd., is in the habit of organizing weekly meetings with the departmental managers to share the ideas with them in order to take decisions on improving the business.

For some time, the ability of the managers to communicate with each other during these meetings has been less than adequate. The purpose of these meetings is to pool the resources of the managers from their various divisions, and through interaction, to benefit the company in all its aspects. This interaction has not been taking place. In many situations, the managers not directly involved, do not even bother to listen, let alone contribute to the discussion. Comments made by another manager concerning an action to be taken to improve business in a particular area are ignored. In other cases, managers wishing to contribute have been cut short, as when the managers of some divisions do not consider the opinion of other divisions as important enough to be heard.

Tempers have been constantly on the rise, and the last evening's meeting came to a close to getting totally out of order whether smoking should continue during these meetings. One of the managers went so far as to threaten to quit if the ashtrays were not so far as to threaten to quit if the ashtrays were not removed at once.

Mr. Rakesh Tandon, began conserving ways in which to remedy the communication problems experienced during the weekly meetings. What steps should Rakesh Tandon should take in trying to improve this situation?

According to Kamal Gupta, the company's Director HRD, this breakdown in communications among the managers can be overcome by deputing them for training programmes like Sensitivity Training, Transcendental Meditation.

Questions:

1. Would you go with Mr. Rakesh Tandon's recommendations?
2. Would you remove ashtrays from meeting halls?
3. Should the managers be sent to a programme separately or as a group?
4. Should it be an in-house training programme or conducted by an outside agency? And Why?
5. Should participation be optional or mandatory?
6. How many sessions would you suggest and how long the training would be?
7. Is such a communication training session necessary at all?
8. Suggest an overall strategy on effective organizational interventions necessary to change the cold and indifferent attitudes in managers and restore more open and trusted relationship climate in the company.



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Prof D.V.Ramana Murthy has been in teaching, research and training at Post Graduate level for the past 40 years. He

did his PhD in Management. He is a Senior Professor and Author in the areas of Management and Organisational Behaviour. Before joining FORBES, he was heading the Management Departments of different colleges in the capacity as Professor, Director and also the Principal. He had his formal orientation and training at Indian Society for Training and Development, New Delhi, XLRI Jamshedpur, Academy of HRD, Ahmedabad.

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