

The Real Rating: *Conflict at Multigenerational Workplace*

Nidhi Maheshwari and Shreeharsha T V*

About XYZ¹

XYZ was an American IT Product and Services MNC based out of Bluebell, Pennsylvania with reported revenue of US\$3.5 Billion for the year 2013. XYZ had a history dating back to the 1886. The company had changed forms, joined hands and consolidated its growth. The company was formed by the merger in September, 1986 between Sperry and Burroughs that brought the two pioneers on Mainframe Computers under one name. One of its merging company was the inventor of the first commercial digital computer the BINAC and the UNIVAC.

Both Sperry and Burroughs had a history of working on US government contracts, and this trend continued in XYZ with its stealth class projects in Software and Technology. The merger of 1986 made XYZ the largest computer company at that time and was directly competing with IBM. The merger bought the company's employee count to 120,000. A series of layoffs worldwide brought this count down to 30,000 in 2000. The company had 23000 employees worldwide.

The main dealing of the company was in consultancy and technology solutions in Finance, Telecom, Aviation, Banking and Retail Industries. The company also had offerings in designing and implementing of IT infrastructure and Software application management, Cloud Computing, Mobile services, and High End Server solutions like data center management services, clear path solutions and Enterprise application.

* Nidhi Maheshwari, Assistant Professor, Asia-Pacific Institute of Management, New Delhi.
Email: nidhi@asiapacific.edu

Shreeharsha T V, Software Engineer, Email: shreeharshatv@live.in

¹ The name of the company and different characters have been disguised for the purpose of the case.

The performance of the company saw a turnaround from its loss making ways in the mid 2000s to a positive level after the appointment of a new vibrant CEO in 2008.

As an effect of globalization, XYZ had established 'Strategic Technology Centers' (STC) in different countries across the world to handle software development and maintenance operations. The products of XYZ are handled by the employees of the STC's.²

Generational Diversity at the Workplace

The Human resource Information System of the organization reported that the workforce was multigenerational in nature. In the organizational hierarchy at the senior most level, from project leaders onwards majority of the employees fall in the Boomers category. They were born during 1940- 1960s. They saw the birth of India as an independent nation. They had experienced the impact of end of the British Raj and Gandhi's assassination on the country's social, economical and political development. At that time India was having poor economy, low literacy rate, mass impoverishment, delayed industrial development and impoverished farmers.

This generational cohort defines Success as obedience to traditional practices, while finding ways to participate in this new India. The impact was clearly visible at the workplace too. The employees in this generation cohort were obedient and loyal to the organization. Their commitment to family and community at large was more than their individual identity.

The majority of second generational cohorts were at the middle level management. Some of them were the members of strategic decision makers' group of the organization. They had seen their nation adopting the socialist economic model in the struggle for national development. Nationalization of industries, social reforms, government investment in education and Green Revolution were the important policies under this socialist economic model. For this cohort

² <http://www.-----.com/about-us/company-history> Seen on 23rd August 2014

group opinion was an important factor for decisions making. Scarcity of economic options and severe devaluation of rupee inspired to reframe the definition of success with choosing different parameters. At the workplace they believe in team orientation and customer centric approach.

The next cohort consists of the employees who had experienced the benefits of liberalization; privatization and globalization. They were techno savvy but truculent and a bit work-shy. Being “digital natives” few of them were managed to overtake the seniors in age in jobs.

The Meeting with the automation team

Tom called for an emergency meeting of the whole team at 4 PM on an otherwise normal Thursday afternoon. He was lucky to find a meeting room on the 9th floor at this time. He was clearly worried about something, and the meeting was just about to find out that. He was so worried that he didn't even remember to get on the Bridge to allow the employees from the other office to join the meeting. It had to be serious. Everyone realized this and even the youngest members of the team kept a serious face.

Tom gave a wry grin before asking Bob if anyone had booked this room. Bob as usual had no idea, but said maybe Lewis of Build team had this room at 4:30. Tom waved it off and continued.

‘Ok, I have an announcement, from now onwards the whole team will start working on automating of tests’. He paused for reactions, there were a few murmurs in the room, some smiled and some frowned.

Automation testing was a good skill and an automation test engineer was better rated than a manual testing engineer. But this was sudden, and there were doubts in the minds of many. Tom read the question in the frowns. He said,

“The current automation framework,³ which we are using for testing software LbSuits⁴ version 2.0 has become obsolete as per the report submitted by the automation team. Further, they mentioned that it is not suitable for testing software LbSuits version 3.0 and the upcoming ones.”

There was no answer from the team; so Tom went on.

“I have decided that the current members of the automation team present in this meeting will work on creating the framework for 3.0 as well as they will simultaneously work on automating 2.0 tests. Rest of the team will work on creating automation tests for 2.0.”

‘Everyone?’ asked Paige, one of the new joiners of the team who was now six months into this project. Paige had taken up this job because of the time it gave her to practice for her cycling competitions.

Tom had come prepared for this. ‘Yes, everyone’ he said.

Paige looked away and was typing vigorously within seconds.

VR SKRWED!⁵ She sent that to the fresher’s group on Whatsapp.

More people looked uncomfortable and shared the gestures of resentment. Tom made a serious face and asked Rachel

“How many tests have we automated this year?”

3 An automated test framework may be loosely defined as a set of abstract concepts, processes, procedures and environment in which automated tests will be designed, created and implemented. In addition, it includes the physical structures used for test creation and implementation, as well as the logical interactions among those components.

4 The name of the software has been disguised for the purpose of the case

5 We are screwed

“About 180’ Rachel said, she was one of the senior members of the team and a member of the core automation team.”

Tom started, ‘at the beginning of the year we had agreed to the team objective of automating 500 tests, we are in August and we have just 180 tests with us. You see the reason now? We have to meet the target of 500 at any cost. This is a team objective, guys, you need to understand’

He looked from face to face. They seemed to be excited. Everyone liked the prospect of working on automation, and it was clearly more challenging than manual testing.

Tom went on,

‘The core automation team will be assigned mentees, say 2 or 3 and these mentees will have targets each week. The mentors will assist their mentees when required and will also be the ones to keep tabs on the targets and the quality of the automation scripts.’⁶

He sensed some bad blood and quickly clarified.

“Don’t get scared by the word target, the mentors will mostly help you, and making 5 scripts a week shouldn’t be too hard, all of you have been in the system for at least a year now”.

A cry went up in the room, and everyone said it was impossible to come up with 5 scripts in a week, people started saying that it was getting too much.

⁶ Automation scripts are small, targeted pieces of code that can be authored, saved and instantly activated in a Tpaе-based product environment to extend the product. Automation scripts were first introduced with the 7.5 release of Tpaе. Since this release, the capability has been welcomed and adapted by clients and implementers as an accelerated approach to implementing the desired solution. Automation scripts were small programs that will run the tests on the computer without manual intervention.

'I'm working on creating manual test cases, running tests on the product, and now you also want me to work on automation and deliver 5 scripts a week? That's impossible, Tom.' said Sadie, an engineer. He was associated with the Testing team of BizMod(name of the product) from last three years. Testing activities of the BizMod division had been moved from Australia 8 years ago. Tom had been the manager ever since, and Bob the team lead, but little else remained the same. Tom's team was mired with snap resignations and sometimes the whole team looked new and inexperienced. Bob, 48-year-old engineer, was everybody's idea of meticulous. While he was comfortable using computers, he had a tendency to revert back to the good old calculator when the time came for the critical numbers. He was a family man and remained with XYZ ever since he was hired as a college pass out. He joined the company as it was centrally located and pays fairly well.

Tom on the other hand was recruited to be a manager from his earlier firm that pioneered in e-tailing; but Tom was not easy to hire but finally a 45% hike did the trick to break his love for his old e-tailing company. The fresher at the office sometimes said he still bought clothes from his old company website. His punctuality had always been a demonstration of respect within the workplace. For him, it was an integrity issue.

Another team member Ron, who was twenty three years old and done software engineering from university of Glasgow, was also annoyed with the last moment work assignment. He joined the company with the expectation that the company would offer plenty of excitement and opportunity to learn new things.

He impatiently with loud voice said that everyone in the team was completely hands full.

'What do you mean hands full? We are the only employees responsible for the entire quality check and assurance of BizMod' replied Tom with authoritarian and high pitch voice.

He paused for some dramatic effect and continued,

'We, the 24 of us are actually responsible for the \$20 million that BizMod brings into this company each year. So you can't just say we have our hands full and not accept any more work'

He finished and waited for someone to speak up.

The others nodded but still seemed a little confused and looked from Tom to Ron.

So Ron continued,

'I'm not against working on this, Tom, but the fact remains that we all are overloaded and this last minute change will take us nowhere.'

Ron continued amidst nods from the team. "When the testing phase starts, the 18 days of the testing phase – the period in which we do out testing; are barely enough to complete the testing. We also have to add new tests with each new release. Currently we are adding at least 60 new tests for every new release, our test bed, which has all the tests, is growing but the days in the testing phase remain at 18. So it is hard to concentrate on running tests as well as work on creating automation framework". (Refer Table: 1 for details).

Ron finished a complicated monologue.

Sadie reiterated that most of the team was already involved in multiple activities and automation would just add to the multitasking and make people divide their time into many things and not be able to anything with full attention.

Tom had come prepared for this argument as well. He said,

"Look, don't worry about adding any more manual tests to the test bed, we have added 500 tests to the test bed last year, this year our objective was to automate the existing tests, let us concentrate on that. . Either way, I see many people online more on facebook than they are on the office communicator, so if you guys cut that down, we'll have more time to spare"

That was one of the ‘below the belt’ shot at the youngsters that Tom used from time to time. The team hated this and accused him of micromanagement.

Everyone was silent for a minute, suddenly Mike spoke up.

“Are we working to meet our objectives or are we working to make the product bug free?” Mike was clearly not one of the interested parties.

‘You can’t talk like that, ok? We are working in an organization and we need to keep and meet certain objectives. Of course our goal is to create a bug free product and we run about 1700 tests on each release, running these tests is taking just too much time. We need to reduce the time of the test phase, how do we reduce it?’

Mike thought about it and said ‘automation is the way, yes it reduces time but how can we not add new tests?’

‘Because new tests mean more time for testing, you heard Tony, we are finding it hard to complete testing in time, so the only two ways to make sure we meet the testing cut-off dates is either we decrease our tests, or we automate the existing tests, and I propose that we do both. That’s it, Simple’

It seemed like an all out battle between Tom and Mike. Mike was unconvinced.

‘I still feel adding new tests in important to our purpose, Tom. Mike said a little shaky but continued.

‘Ok, as I understand, what happens generally is we make a release, the customers use it and raise issues. These issues, if genuine will be logged as Bugs, right?’

Mike continued as people nodded.

‘Then isn’t it our duty to add a test scenario for this Bug and test it in the further releases?’

He continued without waiting for an answer

‘If we are not doing that then we are not doing what the testing team was set up to do’

Mike finished, a little scared, he had crossed one of the invisible lines.

Looking at the armful of tattoos of Mike Tom said, with a smirk.

‘A team has many objectives, ok? Meeting organizational objectives is also important; performance, efficiency, variance, why do you think we calculate all that?’ he paused; ‘Plus in my favor, the Bugs are actually decreasing if you didn’t notice’. He clarified the matter through and pulled up the Bug log table that contained the list of the number of bugs in each new version released. (Refer: Table-2 for details)

‘Ok, so the bugs are decreasing, is that why you are risking the addition of new tests?’ Mike’s next question, there was no answer and so he continued.

‘Maybe we could implement an incremental removal of old tests? Incremental meaning, remove old tests in a phased manner, like 20 tests now, 20 tests next month etc. We take out old tests and add new ones, that would be less risky I feel’

He looked confident in this new angle. But Tom wasn’t and just said,

Don’t worry too much about it, Ok? We can take it offline. Offline, you can come to my desk and we can sort it out personally if you need more clarification, Tom said, with a forced wink and looked at the others. He was confident now.

‘While we are looking at charts and notices, I want to bring to the notice of the team about the protocol that we follow in XYZ while communicating with other teams. We all should

understand that each department in an organization is a customer or supplier for another department.' Tom paused and looked at the younger members of the team and continued.

'It has come to my notice that some of the new members of the team do not use the proper channel to communicate. I see most of you resolve issues over phone or the office communicator. That will not do, I want to see mails.' said Tom with a decisive swish of his hand.

'I want each conversation to happen over an email and I want either me or Bob tagged in the mail. This is not my words guys, its company policy, take a look' he said and fished out an official looking release that said "From the desk of the CEO" (See exhibit: 4 for release)

'Does anyone else have a problem?' He asked and there was no answer, which was a normal case, even Dave who generally takes initiative didn't say anything, maybe he was interested in working on Automation and didn't see any problems.

Tom pointed at each one in the room and asked, 'are you ok?' and all of them nodded or said 'yes'.

Mike was already thinking about what to buy with his next pay when Tom asked him,

'You?'

'Sure, I'm up for it, but I still think we're taking a big risk' Mike said.

'We have to take some risks in business, boy' Tom waved it off.

Tom seemed a little relieved now. The meeting ended with Tom being confident about his chances of achieving the target. About Mike's discussion Tom concluded to himself that the tattoos, alone, demonstrate that he doesn't have a thoughtful bone in his body.

Growth and Risk

Mike, Dave, Ron, Tonnie and Sadie went straight to the Wood Box cafeteria to cool off after the emergency meeting. They got coffee and some potatoes to chew on. They made Sadie pay and had a good laugh when she said she had exhausted her salary in buying a new phone and 2 pairs of new shoes.

‘What’s wrong with him?’ asked Mike, he was still a little embarrassed for not being taken seriously.

Dave the sage said

‘It’s Tom’s annual objective dude, he might’ve consented at the beginning of the year to Jamie that his team will automate 500 tests and bring down the time spent on testing. Cost reduction right? The more money you save for the organization, higher is the chance of getting a better hike. He’s pushing us now because the old people who were supposed to be doing automation simply lost track of time and now have come up with a new excuse of that 3.0 compatibility problem.’

‘They never worked on automation in April and May’ said Tonnie and took a sip of his sugar free cappuccino.

‘They were taken off manual testing and put on automation as full time resource in Jan, and since then their life has been easy, they’ve just been making like 30-40 tests a month, all 6 of them included. So that’s why they only have 180 tests after 7 months and now we have to do both manual and automation to help save Tom’s face from Jamie.’ He said.

‘Then why didn’t you guys speak in the meeting?’ Mike asked looking at Dave to Tonnie.

‘Because of 2 reasons’ the Sage spoke again,

‘A, automation testing looks good on the CV and B, everyone is bored of manual testing. Think about it, did we really study four years of programming to be doing this kind of job? The testing that we do here is not real engineering testing and frankly the technology we’re working is almost ancient. I just want to get some automation in my CV so that I can hop off to a better place that’s actually makes me feel like an engineer’ The Whatsapp alert on his phone made him stop.

‘And he doesn’t listen to anyone’ said Sadie who generally said that and thought the manager took pleasure in silencing her.

‘But don’t you guys see the risk?’ asked Mike, still convinced in his theory.

‘Look, Mike, why are you so worried?’ said Ron, he had become one of the pillars of the team when it came to Windows runtime testing, the department that looked after the testing in windows operating system within 18 months of joining the team, he continued, ‘there’s no need to get worried and take extra initiative, you will not get any recognition out of it, I’ve struggled so hard this past year and have not yet received a single spot award or any award for that matter, Tom hasn’t given an award since I joined, and that was 6 months before you joined I guess.’

‘Ron wants to get spot award and will not rest till he gets one’ teased Tonnie.

‘Actually I’m not good at automation’

Mike confessed with an embarrassing smile. ‘But what Tom is trying to explain is strange, I don’t understand his moves, he wants to use automation because automation looks good for the appraisal but not so good for our ultimate goal of delivering a bug free product; and that’s why I’m saying we are running a risk’

'Yeah, your right' said Dave the Sage, stroking his thin line of hair. Dave had passed out 2 years ago from one of the Ivy League engineering schools of the country; he was visibly bald and always spoke of new start up ideas.

'He's also not looking at other benefits that may come from automation, plus there the risk you said' he finished.

'What risk?' asked Sadie

The Sage continued,

'How do we add new tests?'

'From user contacts, mostly' said Sadie

'Yes, so what does that mean? User contacts report bugs, otherwise called Customer Regression. These are bugs that have not been caught by the testing team. The engineering teams fix them and then we have to write a new test and run the test to see that the bug is not persistent. Now, if we don't add any new tests, what happens?' Dave asked and looked at Sam.

'New bugs reported by the customers will not be tested. Engineering may say that they have provided a fix, but if we don't test it, then there is still a chance that the bug exists causing fresh Customer Regressions, that's probably the most embarrassing situation for XYZ, especially BizMod division and mostly to the testing team and obviously Tom as he's the project manager of our team' Finished Tonnie.

'Exactly!' Mike cried out in excitement, but was confused; Dave and Tonnie knew the problem all along, maybe they all did.

'Then why didn't you guys talk about it in the meeting?' Mike asked again.

'I spoke' said Ron,

'Yeah, just because he told you in the last 1 on 1 that you don't speak much in meetings' mocked Tonnie.

'He told me to fill the web-time more carefully in this month's 1 on 1, I mean come on, I have to go home on weekends, I tend to get distracted, but anyway I don't make mistakes now so he won't say anything this next month' Ron said and piled up the empty coffee cups.

'Anyway I'm not going to let this go easily, I'll bring it up in my 1 on 1 where I will get a chance to speak with Tom alone and if it doesn't work I'll mail Jamie about the seriousness of the issue and maybe even Paddy from HR about not being taken seriously in meetings.' Finished Mike

'Do what you want to, but you may live to regret this after December because in our team, hikes and ratings are not performance based or based on how much you talk in the meeting' Dave said with cynicism the he was famous for.

'I hope there are a lot of Customer Regressions after the next release. That would prove I was right' Mike said with a wicked laugh.

'It could happen, maybe it will, but then none of us will get hikes next year' mocked Ron.

'There will be no hike if there is no customer! But sure, let's do something wrong and expect everything will be alright' said a sarcastic Mike.

Table 1: Versions and new Tests added

Versions	Duration	Total tests	New Tests
2.0.1200	16 Days	1240	30
2.0.1300	18 Days	1480	240
2.0.1400	18 Days	1550	70
2.0.1500	18 Days	1628	78
2.0.1600	18 Days	1698	70

Table 2: Number of bugs with reference to User contacts

Versions	User Contacts	Bugs
2.0.1200	30	8
2.0.1300	12	2
2.0.1400	10	3
2.0.1500	7	1
2.0.1600	4	1

Exhibit 1: 2013 Annual Report
(Consolidated Statements of Income)

Year ended December 31 (millions, except per share data)	2013	2012	2011
Revenue			
-- Services	\$2,996.1	\$3,192.4	\$3,354.6
-- Technology	460.4	514.0	499.2
	3,456.5	3,706.4	3,853.8
Costs and expenses			
-- Cost of revenue:			
---- Services	2,405.5	2,567.7	2,672.8
---- Technology	202.6	165.2	194.0
	2,608.1	2,732.9	2,866.8
---- Selling, general and administrative expenses	559.4	572.8	586.3
---- Research and development expenses	69.5	81.5	76.1
	3,237.0	3,387.2	3,529.2
Operating profit	219.5	319.2	324.6
Interest expense	9.9	27.5	63.1
Other income (expense), net	9.8	(37.6)	(55.5)
Income before income taxes	219.4	254.1	206.0
Provision for income taxes	99.3	97.3	64.8

Consolidated net income	120.1	156.8	141.2
Net income attributable to noncontrolling interests	11.6	11.2	7.2
Net income attributable to Unisys Corporation	108.5	145.6	134.0
Preferred stock dividends	16.2	16.2	13.5
Net income attributable to Unisys Corporation common shareholders	\$92.3	\$129.4	\$120.5
Earnings per common share attributable to Unisys Corporation			
-- Basic	\$2.10	\$2.95	\$2.79
-- Diluted	\$2.08	\$2.84	\$2.71

Source: Published data on company

Exhibit: 2 Consolidated Balance Sheets

December 31 (millions)	2013	2012
Assets		
Current assets		
Cash and cash equivalents	\$639.8	\$655.6
Accounts and notes receivable, net	683.1	670.2
Inventories:		
-- Parts and finished equipment	32.8	29.3
-- Work in process and materials	22.3	20.7
Deferred income taxes	24.1	21.6
Prepaid expenses and other current assets	138.7	115.0
Total	1,540.8	1,512.4
Properties	1,095.5	1,262.2
Less -- Accumulated depreciation and amortization	920.8	1,085.8
Properties, net	174.7	176.4
Outsourcing assets, net	115.5	126.3
Marketable software, net	129.1	124.2
Prepaid postretirement assets	83.7	3.3
Deferred income taxes	112.3	162.7
Goodwill	188.7	192.3

Other long-term assets	165.2	122.8
Total	\$2,510.0	\$2,420.4
Liabilities and deficit		
Current liabilities		
Current maturities of long-term debt	\$ --	\$ 0.3
Accounts payable	246.7	228.6
Deferred revenue	402.4	389.5
Other accrued liabilities	375.7	411.9
Total	1,024.8	1,030.3
Long-term debt	210.0	210.0
Long-term postretirement liabilities	1,697.2	2,553.5
Long-term deferred revenue	122.7	123.1
Other long-term liabilities	119.2	92.2
Commitments and contingencies		
Deficit		
6.25% mandatory convertible preferred stock, net of issuance costs (2.6 million shares issued)	249.7	249.7
Common stock, par value \$0.01 per share (100.0 million shares authorized; 45.1 million shares and 44.3 million shares issued)	0.4	0.4
Accumulated deficit	(1,782.5)	(1,891.0)

Treasury stock, at cost	(62.4)	(48.8)
Paid-in capital	4,227.7	4,223.1
Accumulated other comprehensive loss	(3,333.4)	(4,133.6)
-- Total Unisys stockholders' deficit	(700.5)	(1,600.2)
Noncontrolling interests	36.6	11.5
Total deficit	(663.9)	(1,588.7)
Total	\$2,510.0	\$2,420.4

Exhibit 3: Factors that could affect future results include the following:

The company's future results will depend upon its ability to effectively anticipate and respond to volatility and rapid technological change in its industry. The company operates in a highly volatile industry characterized by rapid technological change, evolving technology standards, short product life cycles and continually changing customer demand patterns. Future success will depend in part on the company's ability to anticipate and respond to these market trends and to design, develop, introduce, deliver or obtain new and innovative products, services and software on a timely and cost-effective basis using new delivery models such as cloud computing.

Future results will depend on the company's ability to drive profitable growth in consulting and systems integration. The company's ability to grow profitably in this business will depend on the level of demand for systems integration projects and the portfolio of solutions the company offers for specific industries. It will also depend on an efficient utilization of services delivery personnel. In addition, profit margins in this business are a function of both the portfolio of solutions sold in a given period and the rates the company is able to charge for services and the chargeability of its professionals. If the company is unable to attain sufficient rates and chargeability for its professionals, profit margins will be adversely affected. The rates the company is able to charge for services are affected by a number of factors, including clients' perception of the company's ability to add value through its services; introduction of new services or products by the company or its competitors; pricing policies of competitors; and general economic conditions. Chargeability is also affected by a number of factors, including the

company's ability to transition employees from completed projects to new engagements, and its ability to forecast demand for services and thereby maintain an appropriate headcount.

The company's future results will depend on its ability to profitably grow its outsourcing business. The company's outsourcing contracts are multiyear engagements under which the company takes over management and support of a client's data center operations, end user devices, business processes or applications. System development activity on outsourcing contracts may require the company to make upfront investments.

Future results will also depend on the company's ability to maintain and grow its technology business. The company continues to invest in developing new high-end enterprise server products, cybersecurity software, cloud-based products and other offerings to meet client needs. Future results will depend on the company's ability to effectively market and sell these new products while maintaining its installed base for ClearPath and developing next-generation ClearPath products.

The company faces aggressive competition in the information services and technology marketplace, which could lead to reduced demand for the company's products and services and could have an adverse effect on the company's business. The information services and technology markets in which the company operates include a large number of companies vying for customers and market share both domestically and internationally. The company's competitors include consulting and other professional services firms, systems integrators, outsourcing providers, infrastructure services providers, computer hardware manufacturers and software providers. Future results will depend on the company's ability to mitigate the

effects of aggressive competition on revenues, pricing and margins and on the company's ability to attract and retain talented people.

The company's future results will depend on its ability to retain significant clients. The company has a number of significant long-term contracts with clients, including governmental entities, and its future success will depend, in part, on retaining its relationships with these clients.

The company's contracts may not be as profitable as expected or provide the expected level of revenues. In a number of the company's long-term contracts for infrastructure services, outsourcing, help desk and similar services, the company's revenue is based on the volume of products and services provided. As a result, revenue levels anticipated at the contract's inception are not guaranteed. In addition, some of these contracts may permit termination at the customer's discretion before the end of the contract's term or may permit termination or impose other penalties if the company does not meet the performance levels specified in the contracts.

The company may face damage to its reputation or legal liability if its clients are not satisfied with its services or products. The success of the company's business is dependent on strong, long-term client relationships and on its reputation for responsiveness and quality. As a result, if a client is not satisfied with the company's services or products, its reputation could be damaged and its business adversely affected. Allegations by private litigants or regulators of improper conduct, as well as negative publicity and press speculation about the company, whatever the outcome and whether or not valid, may harm its reputation. In addition to harm to reputation, if the company fails to meet its contractual obligations, it could be subject to

legal liability, which could adversely affect its business, operating results and financial condition.

Future results will depend in part on the performance and capabilities of third parties with whom the company has commercial relationships. The company maintains business relationships with suppliers, channel partners and other parties that have complementary products, services or skills. Future results will depend, in part, on the performance and capabilities of these third parties, on the ability of external suppliers to deliver components at reasonable prices and in a timely manner, and on the financial condition of, and the company's relationship with, distributors and other indirect channel partners, which can affect the company's capacity to effectively and efficiently serve current and potential customers and end users.

The company's future results will depend in part on its ability to attract, motivate and retain experienced and knowledgeable personnel in key positions. The success of the company's business is dependent upon its ability to employ and train individuals with the requisite knowledge, skills and experience to execute the company's business model and achieve its business objectives.

The company's future results will depend on its ability to continue to simplify its operations and provide services more cost efficiently. Over the past several years, the company has implemented significant cost-reduction measures and continues to focus on measures intended to further improve cost efficiency. Future results will depend on the success of these efforts as

well as on the company's continued ability to focus its global resources and simplify its business structure.

of the accuracy of such publicity, may adversely affect the company's business or reputation.

More than half of the company's revenue is derived from operations outside of the United

States, and the company is subject to the risks of doing business internationally. More than

half of the company's total revenue is derived from international operations. The risks of doing

business internationally include foreign currency exchange rate fluctuations, currency

restrictions and devaluations, changes in political or economic conditions, trade protection

measures, import or export licensing requirements, multiple and possibly overlapping and

conflicting tax laws, new tax legislation, weaker intellectual property protections in some

jurisdictions and additional legal and regulatory compliance requirements applicable to

businesses that operate internationally, including the Foreign Corrupt Practices Act and non-

U.S. laws and regulations.

Financial market conditions may inhibit the company's ability to access capital and credit

markets to address its liquidity needs. Financial market conditions may impact the company's

ability to borrow, to refinance its outstanding debt, or to utilize surety bonds, letters of credit,

foreign exchange derivatives and other financial instruments the company uses to conduct its

business. Although the company primarily uses cash on hand to address its liquidity needs, its

ability to do so assumes that its operations will continue to generate sufficient cash.

The company's services or products may infringe upon the intellectual property rights of others. The company cannot be sure that its services and products do not infringe on the intellectual property rights of third parties, and it may have infringement claims asserted against it or against its clients. These claims could cost the company money, prevent it from offering some services or products, or damage its reputation.

Source: Published data on company

Exhibit 4: Departmental Communication**A release note from the CEO's desk was quoted**

'The best way for different departments to communicate to each other is by department heads or if communication has to take place between departments on a lower level in the chain of command it has to be with the consent of the managers or department heads so there is no unintentional miscommunication and disruption in the flow of the operation. This is not to create a dictatorship, but to create a sane environment where particles and communications can flow flawlessly without any confusion.

To further accomplish this ideal scene, it would be best to divide the business into two major divisions, the division of communication and the division of organization. The division of communication would consist of executives, communications and dissemination and the division of organization would consist of income and disbursement, production and quality control and department of image and public information.

Source: ¹ <http://www.managementparadise.com/forums/human-resources-management-h-r/215162-organisational-----html> Seen on 23rd August 2014

Exhibit 5: Generational differences in work related characteristics and expectations

	Traditionals	Baby Boomers	Generation X	Generation Y
Work ethic	Hard working	Workaholic	Only work as hard as needed	
Attitudes regarding loyalty to their employer	Considered among the most loyal workers	They value company commitment and loyalty	Less loyal to companies than previous generations but loyal to people	Committed and loyal when dedicated to an idea, cause or product
Perceived elements of success in the workplace	Meet deadlines	Use computers	Use computers	Use computers
	Willingness to learn new things (84%)	Willingness to learn new things (80%)	Meet deadlines (75%)	Meet deadlines (62%)
	Get along with people (81%)	Get along with people (78%)	Willingness to learn new things (74%)	Multitasking (59%)
	Use computers (78%)	Meet deadlines (77%)	Speak clearly and concisely (72%)	Willingness to learn new things (58%)
	Speak clearly and concisely (78%)	Organizational skills (73%)	Get along with people (71%)	Speak clearly and concisely (55%)
Most important aspects of workplace culture	Fair Ethical	Fair Ethical Straightforward Collaborative/team feeling	Collaborative/team feeling Friendly/social	Friendly Social Straightforward Professional
Top values²⁴	Family (46%) Integrity (46%) Love (26%)	Family (45%) Integrity (32%) Love (27%)	Family (67%) Love (32%) Integrity (24%)	Family (73%) Love (49%) Spirituality (28%)

Source: http://rtc.umn.edu/docs/2_18_Gen_diff_workplace.pdf Seen on 23rd August 2014

References

1. [http://www.....com/investor relations/annual reports/2013-annual report/consolidatedfinancial-statements](http://www.....com/investor%20relations/annual%20reports/2013-annual%20report/consolidatedfinancial-statements) -seen on 23rd August 2014
2. <http://www.managementparadise.com/forums/human-resources-management-h-r/215162-organisational-----.html> seen on 23rd August 2014
3. <http://www.-----.com/about-us/company-history> seen on 23rd August 2014EL
4. http://rtc.umn.edu/docs/2_18_Gen_diff_workplace.pdf seen on 23rd August 2014