

# DEVELOPING A CULTURE OF HIGH PERFORMANCE (2002)

## CONTENTS

<b>Foreword</b>		<b>iii</b>
<b>Acknowledgements</b>		<b>v</b>
<b>Inaugural Address: Salient Points</b>		<b>vi</b>
	<i>Arun Bharat Ram</i>	
1. Developing a Culture of High Performance: Exploring the Mindset of Indian Managers (Keynote Address)		1
	<i>Abad Ahmad</i>	
2. Revisiting Firm Level Excellence		17
	<i>Arun Kumar Jain</i>	
3. High Performance Culture		31
	<i>Rama J. Joshi</i>	
4. Developing a Culture of High Performance: Some Research Findings and Experiences		44
	<i>R.S. Dwivedi</i>	
5. Reengineering Organisational Culture for High Performance		71
	<i>Shailendra Singh</i>	
6. Matching Leadership Roles with the Nature of Organisations		92
	<i>Jai B.P. Sinha</i>	
7. Corporate Culture and Strategic HRM: Towards High Performance – a Study of Global Corporations		105

*Aradhana and Anuradha Sharma*

8. High Performing Organisations: Rediscovery of Survival 118  
*Mirza S. Saiyadain*
9. High Performance Organisations and the Issue of Ethical Leadership, Value Expectancies and HRD Climate 128  
*Pooja Purang and Anuradha Sharma*
10. Let us Defrock the Priest: A Note 137  
*K. Ashok Rao*
11. Developing a Culture of High Performance 145  
*K.V. Rajendran*
12. Employers' Organisation's Perspectives on Developing a Culture of High Performance 153  
*Ashok Kapoor*
13. Developing a Culture of High Performance: Power Grid's Case Study 161  
*U.C. Mishra*
14. A New Body and Soul of Three Skeletons 174  
*B.P. Dhaka and Ravi Sumbally*
15. The Role of Trade Unions in Bringing About Performance Oriented Culture 187  
*Harbhajan Singh and Niroop Mahanty*
16. The Role of Trade Unions 193  
*H. Mahadevan*
17. Role of Trade Unions: Some Random Thoughts 209  
*R.A. Mital*
18. Role of Trade Unions in Developing a Culture of High Performance 214

*Chandidas Sinha*

19. Developing a Culture of High Performance: Role of Trade Unions 219

*Rama Nand*

20. Developing A Culture of High Performance 223

*G.K. Padmanabhan*

21. Recommendations 226

*Rama J. Joshi and J.S. Sodhi*

- List of Participants/Contributors* 234