



Institute of  
Management Technology  
Ghaziabad

# Managing Deviant Employees at Works.

*-A quest for Competitive  
Advantage.*

Dates: 21<sup>st</sup> and 22<sup>nd</sup> November, 2014



Programme Director: DR D P Sahoo

# Introduction

Achieving a competitive advantage in all sectors of business is the call of the day. An effective management of the deviant employees, help the organization to strategize to achieve its goals, in terms of cost, quality and quantity of delivery, and engage its people in a proactive quest for competitive advantage.

Common sense teaches us that best defence is good offense. An organization going for or planning for preventing deviant behaviours of the employees at their workplace, must prepare for and be able to identify the symptoms of the behaviour (deviant behaviour). What is visible are not the symptoms to the cause, it's just the outcome. The question is 'how perceptive is your symptoms identification process'? 'Can it detect the early signs of potential trouble of deviant behaviours of the employees'?

The challenges at work place, for the supervisor is not only to achieve the production figures at a cost, and quality standards. Rather the list includes, maintenance of discipline, assuring and observance of all safety norms, maintaining the 5S standards, wastage minimization, assuring and ensuring employee's health and comfortable working environment, achieving the results of team work, encourage employee skill enhancement, etc. In certain organizations the list may go beyond this.

The signs and symptoms of workplace deviant behaviour can be traced to many sociological, psychological, and economic causes. Incidence of high rejection, criticism, frustration, stress, and anxiety are the manifestations of these signs and symptoms, which can be documented by noticing or observing the observable changes in areas e.g. in work punctuality and attendance, personal appearance, work attitude and performance, extended lunch breaks, and other behaviours. It is possible on the part of the supervisors to recognize these abnormal or deviant behaviour before it becomes destructive to the organization and road blocks for achieving the objectives.

How well do you know and understand your employees? Each employee is an individual entity with traits and habits that are both unique and consistent. Deviant behaviour occurs when an employee's "normal self" or "usual response patterns" change substantially. The deviant behaviour is the employee's "cry for help." Management's function is to recognize/understand the change and take corrective action regarding the work-related behaviour. Failure to respond or to provide positive direction is the first step toward inviting deviant behaviour at the workplace.

## Objective

### Call for raising the "red flags"

The root causes for these personality changes are complex but needs to be addressed. So there is an immediate need to raise the "red flags" that indicates that an employee is in serious trouble or may be prone to deviant behaviours. Behaviours which indicates features such hostility toward authority, being chronically disgruntled, finding fault, blaming others for misfortunes, making destructive criticism, and threats, needs to be appropriately acted upon .

*So the objectives of this training programme are:*

1. Creating alertness to deviant behaviours.
2. Understanding / finding root cause to deviant behaviours.
3. The tools and the frame work for managing deviant behaviour.
4. Designing an Employee Assistance Program (EAP) or other type of confidential counselling services which employees can utilize.
5. The *Personal Quality Improvement (PQI)* track to manage the deviant behaviours.
6. Managing extreme instances of deviant behaviours.

## Who Should Attend

- Functional Heads
- Middle Managers
- Shop floor Supervisors
- Domain area specialists (both line & staff) rendering services to both internal and external customers
- HR Experts

## Duration & Dates

Duration

Two Days

Dates

21<sup>st</sup> and 22<sup>nd</sup> November, 2014

## Fees

**Program fee is Rs. 10,000/- (ten thousand) only** per participant. The fee includes, programme fees, study material, lunch & tea. Service tax, as per rules, will be charged separately. The fee is payable in advance by demand draft drawn in favor of IMT payable at Ghaziabad/ Delhi.

A.C. accommodations (single occupancy) can be arranged on prior request, subjected to availability in the campus MDP building @ Rs 40000/- ( Four thousand) only for two days which is inclusive of the dinner & breakfast.

Communicate @ E-Mail ID: [mdp@imt.edu](mailto:mdp@imt.edu) or [dpsahoo@imt.edu](mailto:dpsahoo@imt.edu) for the accommodation.

## **Registration**

The registration form duly filled in, along with the account payee Demand Draft for the nomination, should reach us 15 days before the commencement date of the program. In the event of cancellation for nomination only 50 per cent of the fee would be refunded provided we receive such information at least 7 days before the commencement of the program. Please use the registration form attached for registration.

## **Venue of the programme**

The program will be held in the MDP building at IMT Ghaziabad campus.

## **Certificate of Participation:**

IMT Ghaziabad will issue a certificate of participation on conclusion of the program.

## Profile of Program Director

**Profile of Program Director(s): DR DP Sahoo**, who will conduct this program brings with him over 30 years of hands-on experience of working in Senior Management positions in various corporate.

### Snapshot

- *Ph.D.( in the field of Understanding Human Behaviours at Works), PG Dip In Industrial Relations & Personnel Management, LLb, PG in Economics, Economics( Hons) in Graduation.*
- *A Certified Performance & Competence Developer from Carlton Advanced Management Institute , USA*
- *Hands on experience in coaching, mentoring and training executives in the leadership roles in corporate.*
- *A Corporate Trainer in Organizational Development areas.*

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Corporate Trainer in Organizational Development areas*

### Industry Exposure:

#### A. Manufacturing

- Automobile Components;
- Pulp & Paper
- Power Sector
- Sugar Industries

#### B. IT Enabled services

#### C. Service sectors

**Presently working as:** Associate Professor in HR & OD in IMT,  
Ghaziabad

## About the Institute:

Institute of Management Technology (IMT-G), Ghaziabad is a pioneering B-School in India for over 32 years. It is consistently ranked in the Ivy League of Indian B-schools. Our recently secured prestigious SAQS accreditation speaks of our commitment to excellence. We are also a member of AACSB and GBSN and a signatory at ERASMUS MUNDUS, Europe. Our elite partners include the COPPEAD School of Business, Copenhagen Business School, Grenoble Ecole De Management and IPADE, Mexico to name a few.

IMT Ghaziabad, as a leader in Executive Education, blends academic strength with the intensive development of the applied leadership capabilities necessary to produce extraordinary results in a rapidly changing business world. Our rich portfolio includes high-impact, solutions-oriented programs. Ranging from two days to one year in length, each program is designed to provoke innovative thinking, actionable insights, and the dynamic exchange of ideas. In addition to a comprehensive array of program, IMT also offers programs at premier conference locations around the country. The programs are custom-designed to meet both organizational and individual development goals.

IMT's Executive Learning Programs motivate and inspire executives to develop personal leadership skills that lead them to personal success and, impact positively on the organizational goals. IMT supports in improving the performance of the tangible assets of an organization by bringing the qualities of leadership, strategy, brand and reputation, corporate culture, team dynamics - to a higher level. IMT Ghaziabad has made significant contributions to developing the executives of large and reputed organizations like Philips, Bosch, IFFCO, Power Grid Corporation, GAIL, ONGC, Rural Electrification Corporation, NTPC, Indian Oil, Amdocs, Minda Group, Vatika, EXL Services to name a few. The new generation executive learning programs are customized to the requirements of modern organizations and their ever changing environment. These programs are delivered in unique blends of simulation, cases, videos, games and lectures, and are backed by the strong research base IMT is known for.

## Registration Form

# Managing Deviant Employees at Works - A Quest for Competitive Advantage

Dates: 21 - 22 November, 2014

### Nomination Form

Name of the participant \_\_\_\_\_

Designation : \_\_\_\_\_

Organization : \_\_\_\_\_

Office Address :

Phone (0): \_\_\_\_\_; Residence: \_\_\_\_\_

Fax: \_\_\_\_\_ Mobile: \_\_\_\_\_

Email: \_\_\_\_\_

Payment Details: (Please fill)

Payment enclosed (DD No: \_\_\_\_\_, Date: \_\_\_\_\_),

Bank Name: \_\_\_\_\_, Amount: \_\_\_\_\_

(The demand draft should be in favour of '**Institute of Management Technology**, payable at **Ghaziabad / Delhi**).

**Signature :**

**Date:**

**Please return the completed form by post, or fax or email to:**

ELD Office

Institute of Management Technology,  
Raj Nagar, Hapur Road, Ghaziabad 201 001, U.P.

Tel: (0120)3004361,3002200,

Fax: (0120)2827895

E-Mail ID: mdp@imt.edu; dpsahoo@imt.edu

*Note: In case you wish to nominate more than one participant, please feel free to make duplicate copies of this form.*