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The specific learning Objectives of the exercise are:

- Communication at Work place
  - a. Attitude
  - b. Frequency
  - c. Style
  - d. Use of language
  - e. Preferred modes, e.g. written, verbal, E-mail, telephone or face to face
  - f. Acceptable ways of offering opinion
- Groups and networks
  - a. Formal or informal
  - b. Sanctioned or illegitimate
- Time
  - a. Attitudes to time like busy or relaxed
  - b. Attitude to past and future
  - c. Emphasis on planning
  - d. Punctuality
- Words
  - a. Jargon
  - b. Modes of address, e.g. first name, sir, terms of address; terms of reference, treatment of women different from men.
- Meeting leadership procedures and behaviors
- Meeting member behaviors
- Resolution of different viewpoints, race and gender differences
- Use and abuse of hidden agendas, diplomacy
- Cultural differences across divisions and geographies
- Trust and Cohesion (intradepartmental, interdepartmental)
- Intergroup cooperation and coordination
- Styles of leadership
- Team interdependencies

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## The Game

**Number of participants:** In order to gauge the various aspects of Organization control and culture evolve in the course of game; the appropriate number of participant would be around 10 - 15 members per team i.e. around 25-30 people.

**Playing time:** 90 - 120 min preceded by a 15-20 min Icebreaker in which all participants introduce themselves.

### Required material:

For ammunition: paper, pins, glue, colors, scissors, cardboard, pen etc

For strategy planning: Maps, Economic data, markers etc.

### Procedure:

The below given game is one of strategy and encompasses teamwork, decision-making and leadership skills to succeed. The background for the game is set in a hostile environment giving a feeling of a crisis situation where two countries are about to go at war with each other. The game lays down the various specific details like the geographic terrain, the economic situation, etc for both the countries. The economic situation underlies the budget constraints. The participants are divided into two teams representing two countries. Both the teams then designate among themselves one person as the head of nation and 3 persons as the respective chiefs of the armed forces - army, navy and air force.

Once the context is laid, then the respective teams has to develop strategies to take on the enemy taking into consideration the resources available at their disposal, the relative strength of the enemy, the objectives they wish to achieve. The teams have to determine the strength of the three wings of their armed forces, the kind of weapons they wish to manufacture or procure, have

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to device the strategies how the three wings will co-ordinate with one another to conquer the enemy, all taking into consideration the resources available at their disposal. Both the teams are given a budget and they can buy raw materials from the market (paper, colors, scissors etc.). The task of the army men would be to develop gunnery, ammunition and weapons meant for terrain fighting. The Navy has to ready the aircraft carriers, stealth frigates and submarines. The air force must be able to gear up with the supersonic stealth bombers and fighters. The task of each of the forces has to be neatly cut out. Strategy must be devised and the three chiefs must be able to convince their preparedness to the president who will declare to the coordinators (observers) why he thinks his country will win, supporting his statements with statistics and with the weapons and their superior technological features that will exemplify military might.

The teams however have both a time constraint as well as a budget constraint. They must 'build' their weapons within a specified time limit so as to prepare for war early and get the advantage so as to shock the enemy. Since the economies of both countries are weak, they have to stick to the budget. The better team would be able to produce more weapons with given raw material at a lesser cost. Evaluation of the teams takes into account all these parameters as well as strategy, perfection of design, prototypes, technological complexity and military superiority. The presidents' own evaluation of his strengths will also count in the final evaluation

As the teams proceed with the game, there are various inputs in the form of situation variables are thrown in and the teams are required to reformulate their strategies according to them. This all will help to evaluate the kind of control, culture, team skills and decision making skills evolves in the team with the passage of time. All this will be supervised by a mute invigilator, one per team, who will make note how the teams underwent the various stages of the game, how they reacted to change in situation variables, how they arrived at

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various decisions, the chemistry among the team members, the kind of communication existed in the team, the type of control methods, the kind of structure evolved in the team, etc.

Finally, the observers decide which team had the better strategy and resources for the given situation. At the end of the game, team members shake hand with each other.

**Other Variations possible:**

Similar strategy games like any corporate fight to control the market or gain market share, mergers and acquisitions, etc. More over, the same game may be played in two ways - Firstly, the team consists of members from same department or division which will demonstrate the sub culture and the working practices i.e. the leadership, team skills, crisis handling, control methods used - rewards, budget control, operating procedures etc. Secondly, the team may consist of members from different departments and areas, which will display organization culture as a whole - cross-functional teams, negotiation skills, camaraderie, understanding etc.

One form of variation can be that the participants construct a role-play on the given situations as per the workings in their division. They will mutually discuss the situation in their work areas and finalize two situations to demonstrate how value was demonstrated as strength in their work area or a weakness in their work area.

**Feedback:**

The structure of debriefing after the activity to include feedback from the participants with respect to their experience, feedback from the observers with respect to their observations and to facilitate a discussion with respect to the above points.