

Strategic Intervention for HR Planning and Development- Managing Change in British Airways & Retrospect & Lessons for Air India

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Executive Summary: Human resource planning and development enable demand forecasting of manpower in the right ways. It is a planned strategic move to approach step by step. It is organized with the designed goals, objectives, mission and vision; to accomplish the target fixed. Managing changes in the organizations are necessary in the current times. It calibrates to the competition. It creates a stagnant organization amply kinetic and mobile. It happens by virtue of adopting cataclysmic changes seamlessly; in consonance to the business environment. The case in place is an example of human resource planning and strategic intervention in British Airways. This is a paradigm to envisage the facets of changes that occurred in the organization. It a critical analysis to study the organizational processes and architecture (Haines, S. (Ed), 2006).

In fact, the two books namely, 'Third Wave' and 'Future Shock' of Alvin Toffler propagated an ethos for change and highlighted its importance. It revolutionized the ideology of people to shift their focus. Both the books stated that "Change is the process which pervades our life and it is important to look at it, not merely from the grand perspectives of history, but also from the vantage point of living, breathing individuals who experience it". Therefore, change is believed to be the only thing that is constant and change is inevitable. British Airways had to adopt change for mitigating its fiscal crisis and revived the shocking people from a stalemate phase of the company, but the process that it passed through was scientifically model driven.

In reading the organizational charts of British Airways, we can explore an overview of the organizational profile. The organizational processes that were needed to be changed for meeting the offing changes in the environment in 1980 are quite obvious. It happened with British Telecom too. It happened in the British political and people's mandate. Companies went through the changes in the business philosophy. Core mission changed in the organizations. It was a time of reformation and reconstitution of the organizations across the globe and was in the path of privatization process (Baron, J.N. & Kreps, D.M., 1999).

Changes happened with the organizational structure, organizational cultural-mix, recruitment-job placement-training, and promotion policy. Essentially these all and other aspects relevantly provided ideas for studying the organizational change in British Airlines. It also catered to changes in the HR policy, organizational architecture and organizational culture and so

forth (Baren, D.R. & Schuler, R.S., 2004). These processes being inter-related also influenced each other. They critically examined to ascertain the issues and challenges, bottlenecks and benefits, and facilitated improvisation in the performance of British Airways. These all contributed for designing the organizational architecture in consonance to the need. Equity-based privatization process, reformative steps, re-engineering and competition call for precision in the decision making of the organization. These aspects being treated rightly give a picture of an intelligent future organization.

Key Words - HR Intervention, Change Management, British Airways, Air India, Strategy

I. BRITISH AIRWAYS

The case in place is about British Airways and for that matter, we need to understand the history of the company and its networking in various levels. It is needed because British Airways, popularly known as BA is the world's renowned airline in the UK, having extensions. It catered to domestic and international services and comprised of 155 destinations across 82 countries. It includes Central and Latin America, North America, Western Europe, Africa, and Asia, etc. mostly. Strategically, BA's corporate headquarters is located at London, and central hub is at both; Heathrow Airport and Gatwick Airport. And the strategic two airports are involved in short-haul and long-haul flights to destinations. BA had 287 aircraft which are mainly Airbus and Boeing jets. They had 40,000 employees to be engaged and paid salary (Hoovers, 2006)

Historical Backdrop – Air India (India's National Carrier)

Air India was instituted in July 1932 by J.R.D. Tata as Tata Airlines, a part of Tata group. Tata airlines on 29th July 1946 became public limited company under the head of Air India after the independence of India, the airline was granted status to operate international services from India as labeled flag carrier under the name Air India International. In 1960 Air India International entered Jet age. On 8th June 1962, airline's name was officially shortened to Air India and on 11th June it became the world's first all-jet airline. In 1986, with the

delivery of Airbus A310-300 airline became the largest operator of this type in passenger service. Air India made history by operating the first nonstop flight between New York and Delhi in 1993. In 1994 it was listed as Air India Ltd. From 1990' to 2000 Air India started services to Chicago, London, and Shanghai. Air India was put up for sale by NDA Government On 23rd Feb 2001 and 3 groups have stood up to buy tickets in the partial privatization of Air India comprising Tata group with Singapore Airlines, Hinduja Bros. with Lufthansa consulting, and Air France of US. Air India launched a wholly owned low-cost airline called Air India Express and also launched flights to Los Angeles in 2004 May, but terminated them soon. Air India introduced services to Washington on 1st December 2009, but they were also terminated soon. Air India received various awards for its varied customer service and corporate social responsibility, being the holder of Corporate Excellence award, Trusted Brand award, Best Airline award, from few years Air India was fronting huge financial crises. It has also employed 18,000 staff, which at over 700 workers, per plane is more than twice the industry standard. The bureaucratic structure and its job security policy have doubled the manpower cost. Most of the Indian pilots had doubts that there will be major job losses when the airline is sold. Hence re-privatization plan collapsed and Singapore Airlines decided to pull out of a joint bid with Tata group to take over Air-India. Political resistance to privatization, bureaucracy, and global slowdown make companies less willing to part with their cash are all thought to have conspired against the privatization process.

Air India has rights of 90 routes but it can't take advantage of them due to 27 air crafts. Although it's an attractive proposition it carries 6 years of losses and a debt burden of \$70 million. It is because of government policies and power to push through change as unviable. The airlines operate with a peak capacity of a passenger on board but overhead cost doubles on the other hand non- professional attitude, non-accountability of ground and flying staff, not to be on time frequent feature and a frequent cancellation of flying coverage has added more features of failing in the competition. The world, when experiencing low-cost carrier as the passengers' choice, Air India fails in pricing warfare and does not match the standards of the competitors. The Indian sky is conquered with low-cost feature and on-time arrival as the unique selling proposition (USP) of the airline's industry. Air India lags far behind.

II. ORGANIZATIONAL SETUP

British Airways (BA) had typical bureaucratic organizational machinery and maintained a system typical in the government world over. It was revamped to make a profit through privatization and revive from pecuniary doldrums. Consequently, the operational plan of actions in the organizational chart was structured as a flat-organization. It developed only one level hierarchy. It is the managing

director at the top and the bottom-line employees. Mr. William M Walls was working as CEO at that point in time. It had management level positions functioning from ten departments, and each department had its own subordinates. Departments included planning, investment, ground-operation, flight-operation, finance, law, human resource and so forth (Baron, J.N. & Kreps, D.M. 1999).

In fact, BA started in the 1930s and 1940s as an offshoot of a merger. A couple of companies combined to create British Airways in 1974. It wanted to provide different facilities in different routes and developed as a single largest company. But again in 1981 BA suffered a huge financial loss. By 1988 it underwent a transformation in the organization based on the HR strategy applicable to the period of time.

2.1 The Structure – as Defined in Air India

Being a statutory corporation, Air India submits a yearly report of its activities to the parliament through the ministry of Civil Aviation. It enjoys functional autonomy and its management is through a Chairman and Managing director (CMD) who works under the Board of Directors. The Board is reconstituted every two years by the government. The board of directors is the utmost governing body of Air India. Chairman cum Managing Director (CMD) is the chief executive of the corporation.

The significant functions of a few departments are 1) Operations department is accountable for flight operations and also looks after navigational problems 2) Engineering Department takes care of maintenance, repair, and overhaul of air crafts and manufacturing simple equipment required for the aircraft 3) Commercial Department looks after the revenue, sales, promotion, publicity, advertising and public relations 4) Stores and Purchase Department takes care of all the purchases and maintenance of the stores 5) Personnel Department is responsible for recruitment, training and maintaining records of staff 6) Tourism Division is a separate cell to promote tourism. The structure and the hierarchies are with formalization and love to work separately and bear no shares least accountability and coordination. The physical interaction very clearly redefines the bureaucratic norms and principles at its highest order. Believably bureaucracy and business are two different orders and dimensions in different directions. Business moves with management and customers not with bureaucracy, the 21st century world has realized and experienced. Alike many national air carriers in the world are still waiting for privatization and striving to be free from the bureaucratic clauses. The attempts of the drive for privatization of Air India turned reverse. The business is simple, assets have money, liability for the new business venture distracts the venturing corporation for privatization. How long the Air India will continue with the bureaucratic drive. British Airways, opted for the paradigm shift, to stay as the leading global player and continue with profit for the future.

III. ORGANIZATION STRUCTURE OF MORE HIERARCHIES AND LESS RESPONSIBILITY: AIR INDIA

Air India is a national and Government of India carrier enjoys the status of a superior airline of the airport authorities in India. The biggest customer is the Government, the revenue generation is assured. As a public carrier, the name is very familiar and affiliation is long, the choice for the passengers' is limited in a 1.40 million population country. Non-permission to foreign airlines to operate in the domestic sector provides the business advantage to Air India. With greater advantages of opportunities in business generation, the airline is more of bureaucratic and less professional. The pyramid of the tall structure redefines the hierarchies with no - accountability characters. The controlling of operation is not independent of a ministry headed as a prime portfolio of cabinet rank is frequent in the corporation's activities. The ministry is the supreme commanding authority of the corporation in decision making and operational activities.

3.1 Tools of Manpower Planning for Revival

As a matter of fact, British Airways employed the same tools and faced the same thing which others faced for revival. They opted for manpower planning and strategic movement. The future needs of manpower in the organization were compared to that of the existing human resource incumbents. In doing that, it judged and identified skills and competencies. Based on this; the organization developed a plan for building the human resource strategy for retention and elimination with compensation. The assessments and audit are important for catering decisions, which was employed.

A process-driven mechanism ultimately ensued to collect competencies that are essential in the organization. They are directed in line with the organizational mission, vision, and strategic objective. They undertook HRP driven strategic decisions anticipating an inevitable change in the organization. It employed demographic calculations and turnover projections. It opted for recruitment, replacements, and changes in the manpower competencies in a systematic way.

3.2. Syndromes for HR to Tackle

British Airways undertook enterprise-based strategic functions to achieve its goals and objectives, to make the organization sustainable and competitive. Syndromes of skill shortages, redundancy, down-sizing, and right-sizing issues are obvious in different organizations. These situations presuppose an intervention. These processes incur a whopping cost. If not handled in the right time it reaches a point of no return. It has to be revised at the right time, reviewed and resurrected. The company need agile actions (Krames, J.A.,2005).

Like in the British Airways, skill obsolescence in corporations are a major factor. It needs radical actions to be performed. Devoid of the performer it slowdown in the economies of scale. It is envisaged today in 2008 in the financial market. Sub-prime lending is an offshoot of obsolete services in place, where real performers are absent and process in chaos.

All processes involve costs, numbers, controls and systems interactions. It is also concerned with numerical forecasting too. Any organization for that matter has to categories its knowledge-set, smart people and skill-sets ensured with job definitions. It is always done with respect to the hierarchy of the organization. Similarly, overstaffing increase direct cost, training cost, and production cost. Understaffing affects values, morale, and productivity. In order to create an optimized manpower planning designs, the following points are salient. They are 1. Balancing the demand, supply, distribution, and allocation of manpower 2. Controlling human resources 3. Formulating policies on transfer, succession, and relocation of manpower.

3.3. Internal and External Changes in Organization

Internal and external changes in the environment are quite natural. It can be bifurcated and categorized. They always contribute to innovations of competitive strategy. Change in the customer requirement and taste, amendments in the government policy are 'external'. 'Internal' change relates to product and service design innovation, the appointment of knowledgeable senior managers for new ideas in delivering better services (Baron, J.N. & Kreps, D.M. 1999).

Amidst a set of fiscal problems, the only alternative that British Airways could take resort to was a privatization program. It had to sale government owned stakes to the private players. It influenced and improved the organizational performance; which was subjected to fierce competition.

3.4 Air India – an Organizational Nosedive

Air India Consistently upgraded its technology both in the air as well as on ground absorbing the latest state of technological advancements. At the time of nationalization in 1953, the world trend was to have two airlines for a nation. One serving domestic and the other for international traffic. India also followed the same trend. However, technological development has erased these distinctions and virtually all countries have done away with two carrier model. The new technology has necessitated the creation of new organizational forms. Air transport is heavily dependent on technological developments in communications which in turn is computer based and has global characteristics. Reservations system and communications have crossed national boundaries into global networks and systems. Huge investments are required into such systems and it is impracticable to have such systems for every airline. Instead, specific agencies have come into existence providing specialized services at nominal costs to airlines. Thus, technological advancement has compelled the

restructuring of Air India along with Indian airlines and vayudoot. Simultaneous to organizational restructuring the government policies propose privatization of Air India.

Fears have been expressed by some experts that the removal of statutory control on Air India and replacement with executive control on it will threaten the very existence of the corporation in an unprotected environment. Meantime, Air India envisages merger with Indian airlines to meet the unequal competition. It will have to face vis-à-vis foreign carriers, through the critical mass that may be generated after such merger.

These programs of restructuring were drive by the decisions of top bureaucrats with the emphasis of securing the employee's jobs. The ground realities are different in business operations. Restructuring, as an activity is conducted but was largely missing out the business foresight, when the survival of the company is on business-driven profitability, the models adopted were certain to invite business failures. The domestic and international sectors in the Indian sky is packed with private players with a sharp focus on business – low cost and on-time arrivals. The players are growing in numbers with leading names like Indigo, Spice, Go Air has proved the air traffic business is profitable when Air India struggling with many bailouts of funds by the central government. The core policy change requirement is to reduce the manpower per aircraft and to match the domestic private players. That is a greater challenge of reducing nearly 70% of the manpower of the company. Comparatively the champion airlines like Ryan Air of Ireland which proved the business profitability up to 32% even during the recession period of 2006-2009. If such a restructuring is required the reduction of more than 80% manpower will be essential.

IV. ADOPTION OF LEWIN'S MODEL

The model that has been engaged in managing change is Lewin's model. By adopting three of the steps a strategic assessment has been made. In step one, it included unfreezing; which reduced the forces of change; which maintains behavior, identified the need for change and the points that needed improvement. In step two, the movement for development of new attitude and behavior for the implementation of change was adopted, and in step three, re-freezing was adopted to stabilize change at the new level. It had to influence through supporting mechanism. These aspects have been dealt with separately.

V. PRIVATIZATION AS A RESCUE MEASURE

Reformation through privatization brings forth drastic positive changes in the revival of the financial crisis. It pulled the organization out of the penury trap. British Airways had a debt of 1 billion pounds and was having a burden to liquidate the public money. These public shares frightened the organization for drastic criticism. It was a time when

competitors were taking away the stake of British Airways. Deregulation announced competitive pricing of fares and opened avenues for competitors in the domestic route. It made the organization change its structure, culture and mission statement to fight competition (Baren, D.R. & Schuler, R.S. 2004).

British Airways reformation measures were done by the internal agencies and personnel department. They did it through the help assistance of external agents; like consultants. Through manpower planning, organizations try to have the right number of people, the right kind of people in the right places and at the right time. Manpower planning can also be defined as a strategy for the acquisition, utilization, improvement, and retention of human resources.

5.1 Should Air India be Privatized – An Optional Choice

Government is interested in investing in the education and health sectors instead of sustaining Air India's operations are a doubt that cannot be answered. The Indian government declared it would call bids to sell 76 percent of its stake in Air India, the nation's solely government-owned national airline, in an effort to advance its push to privatize loss-making public sector companies. As part of the pact, the government would retain 24 percent of its share in the company and would absorb a third of Air India's Rs. 48,781 crore (around \$7 billion) outstanding debt. Any entity or group of entities successes the bid will win management control of the company, but would also have to take on a liability of debt worth Rs. 33,392 crore (over \$5 billion). In spite of the push for privatization, however, the path advancing remains uncertain. The govt has a time frame, stating that it intends to confirm the deal by December 2018. Hence it will not be easy for the government to privatize the debt-laden Air India. It will have to work with professionals and investment bankers to find ways and make the deal sensibly attractive for a prospective buyer. It will have to cut down the level of debt in the company. This can probably be done by selling non-core assets.

The Modi government will need to explore all the options as the status quo cannot continue for long because the government has fiscal constraints and needs to expend more in important areas such as health and education. So, it is undeniably no rationale why it should be running a company like Air India. Hence privatization is normally seen as a politically tough decision, but for a government which had the political capital to withdraw 86% of the currency by value from circulation, vending inefficient loss-making public sector companies should be sensibly easy.

VI. ANTIQUITIES OF STRATEGIC MANAGEMENT

Management of human resources as a subject of study, as a concept of theory, dates back to 400 BC. Chaldean employed Incentive Wage Plans, Babylonian civilization of Hammurabi

in the 18th century BC propounded minimum wage. The principle of division of labor as a specialization originated in China as early 1650 BC. The span of management concepts of organizations were reflected by Moses around 1200 BC. Kautilya observed systematic management of human resources at around 4th century BC. The great depression of 1920-21 threw much personnel out of jobs and this created a delusion for the profession. It developed different processes which are responsible for human resource strategies to crystallize in a phased manner. These processes made the British Airways employ techniques worthwhile for revival.

VII. KURT LEWIN'S CHANGE MODEL

As a matter of fact, Markov models and Monte Carlo simulations staff replacements are a couple of approaches we can be employed along with Delphi technique, for strategizing a perspective to manage change. But the application of Kurt Lewin given below is a comprehensive plan of approach to attack issues governing the idea of British Airways. In fact, Kurt Lewin's (1947) studied the behavior of small groups, T-groups effectively identified the problems and models of excellence in human resource strategies emerged with a competitive advantage. TQM concepts, SGA concepts or QC concepts developed groups in consonance to the desired objectives of the organization. It propounded various philosophies on culture, climate, and matrix to accurately study organizations (Mabey, C. & Salaman, G., 1998).

Kurt Lewin's three steps of change in British Airways had positive and negative impacts on employees, structure, and organization. 'Unfreeze' (first step of Lewin) the existing pattern of behavior to refrain resistance to change was ordained and was influencing the individual behavior. It employed downsizing of workforce policy and curtailed the incumbency of employees. It reduced hierarchical levels and empowered operating people and made the decisions percolate fast which resulted in better performance. It was handled with compassion and compensation. It introduced retirement schemes and was well received by the employees.

In British Airways top management also changed. Colin Marshall, the newly appointed CEO made the corporate culture democratic and introduced a new culture focusing on marketing and customer delight. It introduced training programs to introduce and train people to fit into the culture of the airline industry.

Lewin's second model was movement employed tactics to bring forth the highlight of top management to bottom-line. Obviously, it changed the internal structure, and the system of British Airways and was complemented with incentives to absorb shock. The new terminal at Heathrow airport opened the gateway and new offices were opened for training.

In order to stabilize change by placing the above systems in the behavioral pattern, a new performance appraisal was

introduced. It emphasized on customer delight and the integration of the entire team of people in the hierarchy. Image building exercises were introduced with uniforms, refurbishing aircraft, corporate coat of arms and a tagline titled 'We fly to serve' was popularized.

VIII. HR STRATEGY FOR ADVANTAGE

HR Strategy was dominantly conspicuous in the behavioral role theory pioneered by Katz and Khan (1978) and Jackson and Schuler (1995). Barney (1991) and Prahalad and Hamel (1990s) suggested HR on a sustainable competitive advantage. Human capital theory of Becker (1964) quantified on economic values and was developed by Flamholtz (1981). Rational choice theories and dependency theories on HR strategies empirically provided values for organizational performance.

British Airways's strategy was primarily concerned with the scope of an organization's activity matching the environment in which it operates, having resource implications, operational decisions, values and expectations of stakeholders and long-term directions. Similarly, levels of strategy incorporate corporate levels, competitive or business strategy and operational strategy. In framing strategy, the plan has processes of thinking through the missions of the organization having cognizance of the current environmental conditions which can guide for future decisions with a positive outcome (Krames, J.A., 2005).

IX. HR STRATEGY OF BRITISH AIRWAYS

British Airways introduced strategy in a rightful way; in the spirit of the business. A strategy is selected and implemented over time and is forward-looking. The types of strategic control employed are basically of four types. They are premise controls, implementation control, strategic surveillance and special alert control. An example of an operation control system is that the operation strategy factors believe in number, type, size, location, buying decision, organizational structure, workforce selection, and management style. It also includes information systems, production planning, inventory policy, quality control, improvement methods and so forth. Moreover, HR strategy factors encompass areas which are instrumental in the success of an organization. They are mainly:

1. Recruitment and selection
2. Career development
3. Performance appraisal
4. Training and Development
5. Compensation designing

HR Strategy and its alignment with the organization are empirical yet inadequate. Strategies and policies are interdependent and have to have proper alignment. Strategies have direction and policies accomplish in a schematic manner.

Forward-looking organizations enforce proper control of the strategy through operational control. British Airways adopted the change and followed the HR strategy (Dowling, P.J., Welch, D.E. & Schuler, R.S.,2002).

HR Strategy needs for Air India for recovery

No organization believes in operational dichotomies. A defined path leads towards goal setting and eradicating organizational problems. Often the question arises on retrenchment, golden handshake, lay off and any other method alternatively, Air India needs the investment to double its operation or triple its operation to reach a level of minimum profit with the existing manpower. With such an attempt the solutions to lay off of manpower can be sorted out, will the existing manpower take up the increased workload willingly for organizational growth. In another perspective, the financial reinvestment will be high risk in the competitive sky market and in return, it will invite more fierce competition in the domestic and international front. A corporation struggling to reach breakeven and maintaining cash flow can sustain reinvestment. Private investors are not keen and funding agency the Government of India will be prepared to make such a risky investment. The other question will it not lead to employee unrest and strike, as democratic regulation these are common syndromes. Privatization may be possible with buyers buying liabilities if Air India as a set condition of the bureaucracy. The results ended with an unhappy ending, no private organization agreed to the conditions. Alternatively, HR intervention for change management in the form of privatizing the corporation and letting the organization change for turnaround management may be the best strategy. Layoffs will not be challenged and the existing manpower commitment will be led towards change in the organization. Lessons of BA – British Airways need to be repeated in Air India. As a corporation, the privatization of Air India needs direction to be self-accountable, the model British Airways implementation is inevitable.

9.1. HR Plan and Policy

Determining manpower gaps and barriers to HRP is important for the HR strategy and same was the case of British Airways. Keith Davis has rightly pointed out that, “An organization should identify their short-run and long-run employee needs, examining their corporate strategies.” In HRP, organizations can have a company level plan, department plan, and job-level plan. Similarly, in the macro-aspect, it can be national level plan, sector level plan, and industrial level plan.

In the approach of both the levels, what is important is to understand the approach factors, frequency, and techniques for forecasting. In HR demand forecasting, we can make an assessment through quantitative and qualitative approach employing techniques of statistical or mathematical techniques, modeling or multiple predictive techniques and making a trained analysis. Delphi techniques engage

qualitative forecasting methods to summarize a judgment on the pre-selected individuals and groups. British Airways have the scope to a similar approach for reformation.

9.2. British Airways was Bureaucratic

British Airways had a style of bureaucratic functioning because of its large size and was criticized for it is not rendering timely services. Privatization infused democratic changes and hard-nosed service is driven, market-driven accountability (Dessler, G.,1997).

In fact, refreezing introduced recruitment and job-placement as per the Lewin’s model. Stabilizing the behavioral pattern was calibrated to accomplish the target. Improvising on the recruitment policy and process was adopted to accept new employees with a new management style and value system. It introduced equality in identifying just candidates to feed into this system of a new model that is launched. Schemes and processes gave vent to methodologies; to adopt and absorb competent and knowledge-skill savvy people; accepted right people with business acumen, motivated under strong leadership and ensured teamwork. It introduced assessment methods for freshers with psychometric tests and role-plays.

Promotional incentives were alluring. It became a service industry alike in the unfreezing stage. It introduces a training program for all and special training program for special service providers. It introduced multitasking management style with a cutting edge (Chanda, A. &Kabra, S., 2000).

9.2.1. People-First Policy

In order to become the world’s No.1 Airline, British Airways was driven with a marketing fervor; rather than the process-driven company. As a result, it created human architecture more well-versed and awakened regarding market competitions and customer expectations. Each individual was given with a target and a goal to achieve in the best possible manner to make the airline the best in the world (Dessler, G.,1997).

9.2.2. Managing People

Movement is important in bringing the vision into the top management and employees of British Airways. The training program was introduced for managing people at the management level. They were groomed with stern feedback on the senior management, and staff support in an amicable smart-skill mode. It assumed a proportion of new leadership which envisaged the customer as the king for retaining a customer-oriented revenue model. Employee promotion was with respect to competency and values were given high priority. A make-believe style was introduced and values promulgated to be adhered to as the abiding principle of British Airways.

9.2.3. Organizational Culture

In BA (British Airways) organizational culture was pivotal for the art of differentiation. It started positioning a different culture of faith, belief, and worship. British Airways amalgamated traditional values, attitudes, and beliefs to attract people with the sacrosanct modes of attraction, to enable the new culture to prevail and pervade in everything, excepting none (Mabey, C. & Salaman, G., 1998).

Culture is important for the organization; for giving all the employees a direction and giving them a track for creative application. It emanated with behavior and converges with harmony resulting in symphony in the organization. Companies change and re-vitalization can get imbibed through culture, external or internal. Each employee should absorb and entertain themselves with renewable culture; accepted by the corporate mission.

X. REACTION TO CHANGE IN CULTURE

10.1. Pre-Privatization

British Airways pre-privatization decisions were believed to be technically haunted, bureaucratic and adamant. Authoritarian diktats resulted in impersonal relationships with employees and management, it introduced formality and negation. In BA pilots and managers, having been recruited from Royal Airforce of the government were ego-centric, devoid of knowledge on customer-centric markets. (Baron, J.N. & Kreps, D.M. 1999) Safety-centric operations were paramount for them and services were not made in accordance with the competitors in the market. In this scenario, the devolution of PSUs in British Telecom and British Railways can also be reiterated to have faced the similar jolt.

10.2. Post-privatization

Post-privatization culture eradicated certain so-called autocratic values and attitudes with the corporate culture; going in the direction of the mission. A new mission, new corporation introduced new programs and new feedback introduced changes in the system and improvised performance. Informality, novelty, customer-as-a-target and participatory method of modulating regulation became prevalent (Haines, S (Ed), 2006).

It believed in becoming a competitive airline, changing to the external environment. British Telecom transformed the organization effectively in the face of fierce competition. After privatization, the loss of BA's company profit reduced from 466 million pounds in 1982 to 225 million pounds in 1987.

XI. CALCULATIONS IN VARIOUS TECHNICAL MODES

The essential calculation with respect to the changes occurring can happen through the application of moving average method; by forecasting employment level for next period;

which can avoid random fluctuations to spike the process. But the careful selection of the time period must be warranted. In employing the Delphi technique, we can resolve at an essential group process to achieve a consensus forecast; but the selection of the panel of experts has to appropriately add up to the crystallized series of the questionnaire. It has to have a sequence scientifically interlinked and consequently changed. Cohort analysis is employed in homogenous groups taking up the length of service which can be adopted in the British Airways for wastage analysis.

XII. FINDINGS AND SUGGESTIONS

Tom Peters and J. Waterman in their book 'In search of Excellence' while judging successful companies on HRP state, "Companies have to behave as community centers for employees with soft-skills which are compatible to the emotional quotient of employees." Microsoft Corporation, Reliance Industries, Mobil, Unilever, IBM- have one thing in common and the answer changes. Therefore, change is an inevitable phenomenon which the company has to inculcate in the organizational climate for building an architecture touching hearts (Ingham, J., 2007).

In BG-HP (business growth, human process) matrix, it says that human processes of the organization should always contribute to the bottom-line and to the business growth. Correlation has to exist between HR functions and business growth. The BG-HP matrix defines this relation through 4 different quadrants: low-low, low-high, high-low, high-high.

British Airways changed itself for a change in future. Organizations change with respect to system and structures. But essentially it might not change in the mind of the employees who drool over the past. It harbinger resistance, confrontation due to the unknown fear of the future. They resist in an environment of organizational change because of:

1. Selfish interest
2. Mistrust
3. Non-acceptance of evaluation
4. Intolerance for change

British Airways during its privatization changed its individual behavior and organizational behavior. The management style changed from becoming authoritarian to participatory and made the employees feel awkward due to the new environment. (Dowling, P.J., Welch, D.E. & Schuler, R.S., 2002) They readily withdrew to the comfortable zone of their mental wavelength without resorting to the implemented democratic level of change. In decision making, they tend not to come to a consensus. BA has handled chaos and resistance to resolving conflict; to create an amicable HR policy. It educated employees and convinced them to comply with the ethos. It facilitated change to combat new competition of Easy Jet and Ryan Air.

They adopted pricing strategy and brand-building exercise to create market share, mind share and heart share (Ingham, J., 2007). They revolutionized a phase of change through a renaissance in the airline industry, overcoming the competition by bridging an alliance with American Airlines on the logistic support system. Support systems were recruited and outsourced with a negotiated payment structure for organizational performance to enhance. Some people felt this was unfair, unassuming and insecure a job to work with BA and resorted to strikes at some points of time. The moral of the employees didn't recover with resistance, yet BA is stubbornly confident of the market forces to drive the manpower deployed and believes in awakening the workforce. BA believes in implementing change successfully through the HR planning strategies through the planning architecture conducive for good people to retain, recruit and train (Dessler, G., 1997).

Change agents change by HR intervention and reshuffling the HR architecture compatible with the business dimensions. They commensurate with the thinking minds of the managers who share responsibility. It requires specific knowledge to handle the project satisfactorily to work independently with effective collaborations wherever required.

The long history of organizational change of British Airways has been internal and external pressure which adapted to the new cultural value and belief in order to incorporate better organizational performance. Through better HRP strategies and model implementation, changes can be handled rightly which are bound to be a change in market dynamics.

Air India – Behind every professional drive is unacceptable in the democratic model. The reality may like to repeat, repeat the ownership and management – give it back to Tata Group of companies which started the corporation. Liberalization and internationalization of business may suggest the repeat of the history. Tata corporation will be another choice without bidding for any competition. Tata is known for many turnarounds in business. Bureaucracy must stay away from the business and operation of the Air India. Tata can bring cultural change in the organization. This kind of choice will need a special resolution in the parliament for such one option. This will also set a trend and precedence of putting bureaucracy out of business.

12.1. Barriers to British Airways

1. Non-involvement of operating managers renders HRP ineffective.
2. HRP is not strictly on HR department function. Successful planning needs a coordinated effort on the part of operating managers and HR personnel.
3. Conflict may exist between short-term and long-term HRP strategy. The conflict between the quantitative and qualitative approach to HRP is evident.

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