K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

Program: PG Executive 2018-19, Trimester I

Subject: People & Performance Management System

Maximum Marks: 50   *Duration: 3 hours*   *Date : 27/11/2018*

Q.1 Read the situation given below and answer the subsequent questions.

Mr. Avin Sarin is the HR Director at Shoprik Multinational Consulting Company. He is managing a team of 12 executives under various verticals such as Learning & Development (L&D), Talent Planning (TP) and Performance Management System (PMS). Shoprik had recently thought of expansion and added a new vertical in the HR team, Strategic Development. It comprises of 5 people, and is headed by Navjot Singh. Avin was aware that in order to ensure that this new addition is accepted by the entire HR team, he would have to ensure all members were on the same page. However, there were issues between team lead L&D, Kalki Sharma and Navjot Singh. They had conflicts on everything from allocating resources, conducting training and changing of learning tactic policies. For example in training policy, Kalki felt the existing system of training through lectures and simulations was apt, whereas Navjot felt assessment centres for training would be more effective. Kalki was a senior as compared to Navjot at Shoprik. She commanded a lot of respect as a function of her position as well as expertize. She was an introvert who liked to be well planned, organized and goal driven. If things didn't go according to her plan, she would get very anxious and become stressed. Also, she knew the existing methods of training very well and was reluctant to try the new methods. Navjot was more spontaneous, open to change and being creative he came up with new ideas and strategies for all HR verticals. He was a happy go lucky friendly guy, whose cool and calm personality made him very likeable to others. While other vertical heads were happy with his ideas, Kalki was not comfortable with Navjot and constantly shot down his ideas. Navjot felt discouraged and spoke about it to Avin, who promised to speak to Kalki about it. Avin did not want to offend Kalki or Navjot. He wanted to be in good books of both of them, and hence was in a fix how to handle this situation.

(a) *What are the two dimensions of the Big five model that you can use to classify Kalki's and Navjot's personalities? Explain by citing from the case.* **(4)**

(b) *How would you classify the base of power that Kalki has in the organization? Explain.* **(4)**

(c) *Navjot is disappointed and speaks to Avin. Clearly being constantly shot down by Kalki is leading to some level of job dissatisfaction. What are the four ways in which Navjot can respond to job dissatisfaction? Which one has he resorted to here?* **(4)**

(d) *Avin wanted to be in good books of both Navjot and Kalki which prevented him from making a decision. What, according to you, is his most important need, as per*

     McClelland's needs theory? Are such managers effective? Explain. **(4)**

   (e) As per the reading, **Power is still a great motivator***, who are institutional managers? Why do they make the best managers? Explain.* **(4)**

Q2. ***"No one leadership style is the most effective."*** Justify this statement and explain any three styles of leadership as per the reading, ***Leadership that gets results.***

<div align="center">**OR**</div>

"Money is not enough to motivate and ensure job satisfaction for your employees." Explain this by highlighting differences between hygiene factors and motivators along with examples using the reading, ***One more time how do you motivate employees.***
(10)

Q3. ***"Change makes people uncomfortable and anxious."*** Explain any three reasons why people resist change? Give two ways in which one can overcome resistance to change.

<div align="center">**OR**</div>

"Emotional Intelligence is critical to be a good professional." Explain this statement using four dimensions of emotional intelligence with examples.
(5)

Q4. Please write short notes on any **three** of the following: **(15)**

    (i)   Self-managed teams
    (ii)   Components of attitude
    (iii)   LMX theory
    (iv)   Two types of workplace diversity
    (v)   Equity theory
    (vi)   Socialization process

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