

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

Program: PGDM Executive 2017-18 Trim I

Subject: People & Performance Management System

Maximum Marks: 50

Duration: 3 hours

Date : 08/12/2017

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

Mr. Bipin Chandra is the HR Director at Organik Multinational Consulting Company. He is managing a team of 20 executives. Organik has recently acquired Ferns Private Limited, a small consulting firm catering specifically to the manufacturing industry. As the HR Director, Bipin is vary of the fact that in order to ensure a smooth transition for employees at Ferns, he has to make sure that they understand the culture and working style of employees at Organik. At Organik the working style of people was very autonomous, flexible and team based. They had different processes for different clients, customized as per the client demands and specifications. However at Ferns, people were used to a bureaucratic culture and authoritative leadership. They were used to being directed and working in a set pattern. Also, they were accustomed to a culture which favoured spending long hours in the office, following stringent rules and standardized procedures for clients. Bipin was aware of the differences in the work culture of the two organizations. Thus he began designing a robust training program catered towards bringing about change in the working style of employees from Ferns.

- a) *What are the 3 individual sources of resistance to change that employees from Ferns may display, that Bipin should be vary of?* (3)
- b) *In case of resistance from Ferns employees, what are the 3 ways in which Bipin can try to overcome their resistance to change?* (3)
- c) *If Organik wants to bring about change in employees from Ferns, it also needs to change some set ways of its own organization. However sometimes, organizations are stuck in a state of inertia. According to the reading “**Why Good Companies Go Bad**”, what are the four hallmarks of inertia for an organization. Explain any two.* (4)

Q2. According to the Reading “**Leadership That Gets Results**”, leadership styles can be classified into 6 categories. Explain any 3 in detail with examples.

(10)

OR

“Forget praise. Forget punishment. Forget cash. You need to make their jobs more interesting.” Justify this statement via referring to the reading, “**One More Time: How Do You Motivate Employees?** How are hygiene factors and motivators different? Give examples.

Q3. Read the situation given below and answer the subsequent questions.

Ms. Deepa Singh, a financial analyst recently joined Yappit Pvt. Limited, a private equity firm. She had always been a very ambitious, hardworking girl who was highly achievement oriented. She had a very organized way of working, with deadlines, and believed that to get best results one has to be extremely well-planned and disciplined. Though an introvert, she was very articulate while expressing herself. Her boss, Mr. Ketan Shaw, was impressed with her attitude and working style

from day one. Mr. Ketan had a team of 5 members. They all got along with Deepa except, Mr. Naman Dua. Naman and Deepa had clashes very often in the projects they were assigned together. This was primarily due to difference in their working styles. Naman was a very creative and spontaneous person and came up with the best client solutions. However, he was not very organized, detested meetings and would make last minute decisions. He was extremely social and gregarious and had a casual approach towards everything, which irked Deepa. While working with Deepa, he would often forget updating Deepa over the work flow and they would have arguments over it. In their current project, they were hardly on the same page regarding goals of their projects, in terms of which aspect of the project is more relevant and should to be completed first. When Deepa felt that she could not deal with Naman anymore, she approached Ketan for resolving their issues for once and for all.

- a) *What types of interpersonal conflict can you observe between Naman and Deepa? State with citing incidents from the case.* (3)
- b) *Suggest two conflict resolution tactics that Ketan can use to resolve issues between Deepa and Naman?* (3)
- c) *How would you classify Naman and Deepa, as far as their personalities are concerned, on any two dimensions of the MBTI personality test.* (4)

Q4. “Contrary to popular opinion, the best managers are the ones who like power and use it.”

What are the 5 bases of power? Describe any two in detail citing examples. In order to influence others, people use certain impression management tactics. Explain any 3 in detail.

(10)

OR

What is the difference between distributive and integrative bargaining? According to the reading, “*Investigative Negotiation*”, what are the 5 principles one needs to keep in mind for effective negotiation. Explain any 3 in detail.

Q5. Please write short notes on any 2 of the following: (10)

- a) 5 stages of Group Development
- b) Attribution Theory
- c) Hofstede’s 5 Value Dimensions of National Culture
- d) Emotional Labour and Emotional Intelligence
