

Semester: June 24 to Oct 24		
Maximum Marks: 50 Examination: End Term Exam Date: 05-11-24 Duration: 2 hrs		
Programme code: 14	Class: FY	Semester/Trimester: 1
Programme: MBA in Sports Management	Name of the department/Section/Center: HR & OB	
College: K. J. Somaiya Institute of Management	Name of the Course: Human Behaviour and HR Practices in Sports Management	
Course Code: 317P14C102		
Instructions:		
In both sections, all questions are compulsory.		

Question No.	Section1 – Human Behavior	Max. Marks
Q1	<p>Reflect on the scenario below and answer how you would resolve this conflict applying Kantor's Boundary profile:</p> <p>“Two team members, Alex and Jamie, disagree on the priorities for a project deadline. Alex believes the team should prioritize quality over speed, while Jamie stresses the importance of meeting the deadline to maintain client satisfaction.”</p>	10
Q2	<p>Adira, is a senior marketing executive at Nike. She is responsible for managing a cross-functional team. She is known for her calm demeanor and strong attention to detail. She prefers to work in a structured and organized environment and often follows established procedures to ensure everything runs smoothly. While she is friendly and cooperative with her team, she tends to avoid social gatherings and prefers spending time alone after work. Adira is also highly focused on ensuring high-quality work and dislikes making decisions without thorough analysis. However, she sometimes struggles with adapting to unexpected changes or new ideas from her team.</p> <p>Adira has been working on a major advertising campaign for the last three months. The campaign was developed based on research that she conducted herself, and she was highly confident in the approach. She was to begin the campaign in Aug 24 but based on her astrology consultant, she postponed the start date by 15 days. There was some monetary loss due to the delay but she was confident she would cover it up in the later stages of the campaign. As the campaign began, despite initial feedback from focus groups indicating that the campaign might not go well with the target audience, Adira insisted on moving forward with the original plan, believing that any adjustments would undermine the integrity of her work. As the campaign further progressed, early sales reports suggested underperformance. However, Adira continued to push the same strategies, convinced that the results will eventually improve.</p> <p>a) Based on the Big Five Personality Traits identify Adira's dominant personality traits</p> <p>b) Identify and explain two decision-making errors evident in Adira's approach in the advertising campaign. If you were in Adira's position, what would you have done differently.</p>	10
Q3	<p>Write short notes on any one of the following.</p> <p>a) Emotional labor</p> <p>b) Surface and Deep level diversity</p> <p>c) Cognitive Dissonance</p> <p>d) Herzberg's 2 factor theory of motivation</p>	5
Section II – HR Practices		
Q1	<p>2008 Beijing Olympics estimates around 70,000 volunteers, the 2006 Commonwealth Games Melbourne and 2006 Asian Games in Doha each had approximately 15,000, and the 2007 International Cricket Council's Cricket World Cup reported 3500 volunteers.</p> <p>a) What are the different types of volunteers required to be recruited for large events such as the ones above? (3 marks)</p> <p>b) If you were the recruitment-in-charge, what are some creative ways you would use to recruit volunteers for such large events? (4 marks)</p> <p>c) Briefly elaborate on how you would keep the volunteers motivated throughout the event (3 marks)</p>	10

Q2	<p>A golf club identifies a performance gap shown by a declining number of membership renewals and low member satisfaction with service. Data used in the analysis might include the golf club's strategic goals, culture, quality assurance processes, and employee resignation and absenteeism rates. As a result of the analysis, the training requirements needed to address this issue are identified.</p> <p>a) Identify at what level is the training need analysis happening in the above case. Detail the other levels of training need analysis? (3 marks)</p> <p>b) The first step of ADDIE model talks of training need analysis. Describe in brief the other steps that the model of Training design talks about? (3 marks)</p> <p>c) What are some of the challenges that the golf club may face when it decides to improve organizational performance through appropriate training measures? (4 marks)</p>	10
Q3	<p>Write short notes on any one of the following:</p> <p>a) Job Analysis of a Sports coach</p> <p>b) Stress management programs and techniques for sports persons</p> <p>c) Role of managers in a sports club</p>	5