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PGDM-HR & MMS-HR(2016-2018)
(Trim VI, End Term Exam paper, Subject: Competitive Decision Making)

Maximum Marks: 25

Duration: 1.5 hours

Date: 5 April 2018

Instructions

All questions are compulsory

QUESTION 1

Case

8 marks

Sanjay Tiwari is the manager for a team of engineers at Omni Ltd. He is responsible for coordinating his team's efforts on a daily, weekly, and monthly basis, as well as assuring that they are keeping on schedule with teams in other offices around the country. Sanjay Tiwari regularly communicates with his own team via e-mail, attaching memos and instructions prior to their regular face-to-face meetings. Clear, consistent, and timely communication is an essential element of Sanjay's job.

Sanjay usually has no trouble with any member of the team understanding his instructions, except for Mukesh Shah. Mukesh always seems to misunderstand or misinterpret Sanjay's messages, even during face-to-face meetings. Mukesh doesn't seem to be deliberately being obstinate; he honestly derives other meanings from Sanjay's communications, reading into the words Sanjay chooses and coming up with implied ideas that Sanjay never intended.

Inevitably, Sanjay has to meet with Mukesh separately to be certain that Mukesh understands the tasks at hand. If left to his own devices, Mukesh wouldn't come to Sanjay to question his interpretation of the message, because he sincerely believes he "gets it". However, Mukesh is rarely clear about Sanjay's meanings, and Sanjay must devote extra time and energy to reorient Mukesh. Sanjay tries to be sympathetic, because Mukesh is a nice person and a good worker, but Mukesh requires twice as much time from Sanjay as everyone else and it's frustrating. Sanjay does worry that if Mukesh would happen to misunderstand critical directions on a building project which are not corrected, someone could legitimately get hurt.

Sanjay has an opportunity to move Mukesh onto a new position, where he would no longer have to work with Sanjay's current team and Sanjay would no longer have to communicate with Mukesh. However, Sanjay knows that Karthikeyan is the head of the team, and Karthikeyan is known for being a poor communicator. Sanjay suspects that Karthikeyan wouldn't take any additional time to make certain that Mukesh understood his instructions, and that could cause even more critical problems

1. Who are the stakeholders in this case?
2. Explain the theories that help to explain ethical dilemmas?
3. What should Sanjay do? What alternatives does he have?

QUESTION 2

7 marks

“Any crop loan waiver is not a lasting solution. It helps farmers to get rid of debt but doesn’t increase his repaying capacity when he goes for his next crop loan. Instead of a one-time crop loan waiver, which will certainly give us political mileage, our policies are to free farmers from the vicious cycle of debt,” Fadnavis said then. Post-Fadnavis’ statement, many, including this writer, had expressed doubts whether the Chief Minister can, ultimately, keep his word or not. Because such was the pressure then from political circles and farmer groups after the newly elected chief minister of Uttar Pradesh, Yogi Adityanath announced a Rs 36,000 crore loan waiver for UP farmers following a poll promise made by Prime Minister Narendra Modi in April 2017.

A catch-22 is a paradoxical situation from which an individual cannot escape because of contradictory rules. ... Catch-22s often result from rules, regulations, or procedures that an individual is subject to, but has no control over, because to fight the rule is to accept it. Right now, the CM is facing a Catch-22 situation. There was a massive farmer protest at demanding a complete waiver of farm loans and electricity bills. If he agrees to that, the state will have to find the means to deliver. The exchequer is already on a weak ground after an additional Rs 20,000 crore borrowing to fulfill part of the Rs 34,000 crore farm loan waiver already announced post Yogi's announcement. Also, Fadnavis is running the risk of a situation wherein he may have to go for similar waivers in future as well whenever rains fail, which will be too big a burden on his government. If he doesn’t agree to the demand, he will face a big political backlash since BJP’s political fortunes can be greatly impacted as farmers constitute a huge chunk of the vote bank. This too, the CM cannot afford.

- A. What is principle of Dual Entitlement? Read the passage carefully and explain who is the Transactor and who is the organization?
- B. Using the principle, evaluate if the demands of the farmers are fair?

QUESTION 3

10 marks

Write short Notes (Any Two)

1. Availability Bias
2. Prospect Theory
3. Advocacy vs Enquiry