

Jagan Institute of Management Studies
End-Term Examination, December 2017 – January 2018
Trimester V – PGDM 2016-18

Managerial Competence & Personal Growth
ET_PG_MCPG_2212

Time: 3 Hrs.

M. Marks: 70

INSTRUCTIONS: Attempt any FIVE questions including Q1 & Q7 which are compulsory.

- Q 1** Comment on any **THREE** of the following:
- a) Through organizational role-plays, people might experience what others feel and think and it helps in coaching and understanding people.
 - b) It is important to understand common patterns of behaviour rather than assuming each individual is unique.
 - c) Beside professional growth, one should focus on personal growth as well to succeed in life.
 - d) “Games” are an integral part of organisational life. **15**

- Q 2** Towers Watson recently stated, “Imagine how valuable it would be to hire only those employees likely to be engaged? Psychometrics, as a science, is yet to be fully explored and leveraged in India. In an increasingly competitive world, only traditional methods, such as interviews or aptitude tests may not be enough. Identifying, retaining and developing the right talent require a precision that psychometric assessments can provide.”
- Despite its proven value, there remain some barriers to successful penetration of psychometric assessments. More than a third of the companies who don’t deploy psychometrics, said they have never explored the option or merely lacked training opportunities.
- Elucidate the above statement in light of talent engagement. Suggest 5 personality traits that can be assessed through psychometric tests and important for entry level recruitment. **12**

- Q 3**
- a) It is generally said that emotions and moods affect workplace performance. Discuss.
 - b) Rita manages a group of designers and loves creating new concepts and ideas but of lately she is facing some work-life balance issues and as a result now her team refuses to work with her citing her irritable mood, outburst of emotions and unnecessary shouting on others. Rita on the other hand blames her team for not understanding what she is going

through and their inability to cooperate.

How can application of concept of Emotional Intelligence help Rita and her team handle the situation?

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Q 4 “Some managers’ want overwhelming proof before taking action against problem employee,” confided Satish who was Relationship Manager in Qubec AMC heading a team of 10 subordinates. He added, “It’s going to be a problem for me. He expects me to maintain detailed contemporaneous notes on all discussions I have with the employee and a carefully documented history of such infractions. How do you do it for employee who erstwhile is a good performer but outrightly rude, arrogant and insensitive?”

Suggest an action plan to Satish to handle such employees in the organization, including corrective and punitive measures.

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Q 5 a) Transactions are exchange of strokes in which people communicate with each other. Explain three basic ego state and how do they function.

b) Classify the following transactions and the possible reasons for occurrence of these transactions.

I. Sam. What time do you have?

Pat. There’s a clock on the wall, why don’t you figure it out yourself?

II. Sam: Sorry this report is late again. (*Aren’t I incompetent to do it in time, criticize me*)

Pat: It’s too late to actually look into the report. (sigh, frown, Yes, you are incompetent and can’t do anything appropriate and in time)

III. Sam: We are so excited to have you on our team.

Pat: I am equally excited and look forward to the team work.

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Q 6 Following is the brief job description of a business development Associate. Prepare a competency profiling matrix on a 5 point likert scale and how it can be matched with a candidate’s profile.

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|--|---|
| 1. Visiting potential customers for new business | 7. Representing organizations at exhibitions, events and demonstrations |
| 2. Maintaining and developing relationship with existing customers | 8. Liaising with distributors to check on the progress of placed orders |
| 3. Negotiating the terms of an agreement and closing sales | 9. Checking quantities of goods on display and in stock |
| 4. Gathering market and customer information | 10. Recording sales and order information and sending copies to the reporting manager |
| 5. Providing feedback on future buying trends | 11. Reviewing own sales performance against targets |

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Q 7 [Read the case and answer the questions given at the end.](#)

Anand Narang joined Techno geek Computers (Techno geek) in November after a successful stint at Zen Computers (Zen), where he had worked as an assistant programmer. Anand felt that Techno geek offered better career prospects, as it was growing much faster than Zen, which was a relatively small company. Although Anand had enjoyed working there, he realized that to grow further in his field, he would have to join a bigger company, and preferable one that handled international projects. He was sure he would excel in his position at Techno geek, just as he had done in his old job at Zen.

Anand joined as a Senior Programmer at Techno geek, with a handsome pay hike. Techno geek had international operations and there was more than a slim chance that he would be sent to USA or the UK on a project. Knowing that this would give him a lot of exposure, besides looking good on his resume, Anand was quite excited about his new job.

Anand joined Aparna Mehta's five-member team at Techno geek. He had met Aparna during the orientation sessions, and was looking forward to working under her. His team members seemed warm and friendly, and comfortable with their work. He introduced himself to the team members and got to know more about each of them.

Wanting to know more about his boss, he casually asked Dipti, one of the team members, about Aparna. Dipti said, "Aparna does not interfere with our work. In fact, you could even say that she tries to ignore us as much as she can." Anand was surprised by the comment but decided that Aparna was probably leaving them alone to do their work without any guidance, in order to allow them to realize their full potential.

At Zen, Anand had worked under Suresh Reddy and had looked up to him as a guide and mentor – always guiding, but never interfering. Suresh had let Anand make his own mistakes and learn from them. He had always encouraged individual ideas, and let the team discover the flaws, if any, through discussion and experience.

He rarely held an individual member of his team responsible if the team as a whole failed to deliver – for him the responsibility for any failure was collective. Anand remembered telling his colleagues at Zen that the ideal boss would be someone who did not interfere with his/her subordinate's work.

Anand wanted to believe that Aparna too was the non-interfering type. If that was the case, surely her non-interference would only help him grow. In his first week at work, Anand found the atmosphere at the office a bit dull. However, he was quite excited. His team had been assigned a new project and was facing a few glitches

with the new software. He had thought about the problem till late in the night and had come up with several possible solutions.

He could not wait to discuss them with his team and Aparna. He smiled to himself when he thought of how Aparna would react when he told her that he had come up with several possible solutions to the problem. He was sure she would be happy with his having put in so much effort into the project, right from day one. He was daydreaming about all the praise that he was going to get when Aparna walked into the office. Anand waited for her to go into her cabin, and after five minutes, called her up, asking to see her.

She asked him to come in after ten minutes. When he went in, she looked at him blankly and asked, “Yes?” Not sure whether she had recognized him, Anand introduced himself. She said, “Ok, but why did you want to meet me?”

Anand started to tell her about the problems they were having with the software. But before he could even finish, she told him that she was busy with other things, and that she would send an email with the solution to all the members of the team by the end of the day, and that they could then implement it immediately.

Anand was somewhat taken aback. However, ever the optimist, he thought that she had perhaps already discussed the matter with the team. Anand came out of Aparna’s cabin and went straight to where his team members sat. He thought it would still be nice to bounce ideas off them and also to see what solutions others might come up with. He told them of all the solutions he had in mind.

He waited for the others to come up with their suggestions but not one of them spoke up. He was surprised, and asked them point-blank why they were so disinterested. Sanjay, one of the team members, said, “What is the point in our discussing these things? Aparna is not going to have time to listen to us on discuss anything. She will just give us the solution she thinks is best, and we will just do what she tells us to do; why waste everyone’s time?” Anand felt his heart sink. Was this the way things worked over here? However, he refused to lose heart and thought that maybe, he could change things a little.

But as the days went by, Anand realized that Aparna was the complete opposite of his old boss. While she was efficient at what she did and extremely intelligent, she had neither the time nor the inclination to groom her subordinates. Her solutions to problem were always correct, but she was not willing to discuss or debate the merits of any other ideas that her team might have. She did not hold the team down to their deadlines not did she ever interfere. In fact, she rarely said anything at all! If work did not get finished on time, she would just blame her team, and totally disassociate herself from them.

Time and again, Anand found himself thinking of Suresh, his old boss, and of how he had been such a positive influence. Aparna, on the other hand, even without actively doing anything, had managed to significantly lower his motivation levels. Anand gradually began to lose interest in his work – it had become too mechanical for his taste. He didn't really need to think; his boss had all the answers.

He was learning nothing new, and he felt his career was going nowhere. As he became more and more discouraged, his performance suffered. From being someone with immense promise and potential Anand was now in danger of becoming just another mediocre techie.

Questions:

- a) Leaders like Aparna can be lesson to an outsider but challenge to work with. Discuss her personality type that might have led to her behaviour. **6**
- b) Analyse and discuss the transaction when Anand met Aparna for the first time. Do you think Aparna is playing games? **6**
- c) Aparna needs to be trained and coached. As a consultant, suggest areas and interventions to coach her. **7**
