

**HPL 01**Roll No. *High Performance Leadership*

Total No. of Printed Pages: 02

Total No. of Questions : 9

Maximum Marks :60

Duration (hrs.) :3 hours

**Read the following case study and answer the questions that follow: (15 Marks)**

Prakash Gupte is a sales representative with Beta Water Purifiers. Prakash is a star sales representative with the highest sales turnover record for 5 consecutive months. He is an aggressive and a dynamic sales person with a strong target-orientation. His marketing manager Shreyans Desai is very proud of his accomplishments. Based on his performance appraisal, Prakash has been promoted to the rank of Assistant Manager (Marketing). He is now required to supervise the work of 6 sales representatives and to manage sales targets for his area.

After assuming charge as an Asst. Marketing Manager, Prakash set the targets for the first month and communicated these to the sales representatives in a direct and explicit manner. 4 sales representatives found the targets to be too ambitious but reserved their comments. After the meeting they discussed the issue informally and dispersed. Prakash called the fortnightly review meeting to take stock of the situation. He was extremely disappointed to know that all the six representatives were trailing behind in target achievement. He was very blunt in communicating his disappointment and told their team to get their targets by the end of the month. After the meeting, all the six representatives expressed their displeasure with the meeting and found the demand of Prakash unreasonable. They commonly perceived him to be a difficult person to deal with. They thought of approaching Shreyans for this. Harish and Sameer, two of the representatives met Shreyans and discussed this with him. Shreyans was a little upset with Prakash, but he thought to himself that Prakash is very efficient but lacks tact to work with people. He assured the duo that he will speak to Prakash in this regard.

Shreyans called Prakash for an informal chat and advised him to go a little easy with people. Prakash was clearly agitated about this since he took this as a personal affront, as he sensed during this meeting that someone must have complained about his behaviour to Shreyans. Instead of going easy with the team, he turned more bitter in his approach. He called a meeting of all the sales representatives, and indirectly communicated his displeasure with the incident. He once again made it clear that the targets were attainable but needed a greater sense of commitment from the group. Obviously the sales representatives did not like this. At the month-end briefing, Prakash was absolutely disappointed with the team for having under-achieved on the targets' count. He rebuked them for going slow on their work and told them sternly to adhere to the targets in the next month. Deepak, one of the sales representatives, objected to highly monthly targets and suggested that the targets be made more reasonable. To this Prakash retorted by saying that the targets were absolutely reasonable. Obviously the team was disheartened with this. They all decided to collectively approach Shreyans this time and seek his intervention. When they met Shreyans to brief him about the situation, Shreyans was sure that he had made a mistake somewhere.

Case Questions

Q1 )What happened when Prakash got promoted to the position of Asst. Manager (Marketing)? Why did this happen? (5 Marks)

Q2) If you were entrusted with the responsibility of managing 6 sales representatives & creating an effective sales team, how would you do it? (5 Marks)

Q3) If you were in prakash place how would you handle this situation ? (5 Marks)

Answer any 3 questions from the following questions.( 10 Marks Each)

Q4) What do you understand by the term “group dynamics”? Explain the term in the organizational context giving suitable examples

Q5) What is the difference between a manager and a leader? Do leaders need different skills to be effective?

Q6) Discuss the different kinds of Leadership styles with their relative merits and demerits.

Q7) Explain the classification and hierarchy of needs as given by Maslow.

Q8) Explain the concept of conflict management in detail

Q9 -Answer any 3 questions from the following Short Notes – 5 Marks Each

- A. Managerial Grid Theory
- B. Conflict management styles
- C. Theory X theory Y
- D. Work Teams
- E. Team building formation steps