

SECTION – II

Q. 4. Case Study

(15)

Smita and Dinesh both are postgraduates in management under different streams from the same B-School. Both are close to each other from the college days itself and the same friendship is continuing in the organization too as they are placed in the same company, **Hy-tech technology solutions**. Smita was placed in the HR department as employee counselor and Dinesh was in the finance department as a key finance executive. As per the grade is concerned both are at the same level but when responsibility is concerned Dinesh is holding more responsibility being in core finance.

By nature, Smita is friendly and ready to help the needy. Dinesh is silent in nature ready to help if approached personally and always a bit egoistic in nature. They have successfully completed 4 years in the organization. And management is very much satisfied with both of them as they are equally talented and constant performers.

Smita felt that recently Dinesh was not behaving as he used to be in the past. She noticed some behavioral changes in him. During general conversations, she felt that Dinesh is taunting her that she is famous among the employees in the organization, on the other hand, he is not even recognized by fellow employees.

One morning Mr. Mehta General Manager Hy-tech technology solutions was shocked while going through the mail received from Dinesh about his resignation. Mr. Mehta called Smita immediately and discussed the same as she is close to Dinesh. By hearing the news Smita got stunned and said that she did not know anything about this. Mr. Mehta who does not want to lose both of them promised her that he will handle this and he won't allow Dinesh to resign.

In the afternoon Mr. Metha took Dinesh to Canteen to make him comfortable. After some general discussions he discussed the issue with Dinesh. The problem of Dinesh was

- 1) When he comes alone to canteen, people do not even recognize him, but if he is accompanied by Smita he gets well treated by others.
- 2) One day both entered the company together, the security in the gate wished them but the next day when he came alone the same security did not do so.
- 3) Even during meetings, the points raised by Smita will get more value and has to be silent most of the time.

Dinesh has to face such humiliation on each day of work which totally disturbs him. Dinesh also questioned that he and Smita have the same qualification, from the same institute, passed out in the same year both with first class, same number of years of experience in the same organization. Moreover, the responsibilities with him are more valuable than those with Smita. After all these things if he is being ignored or unrecognized by the fellow employees then his ego will not allow him to continue working there.

By listening to his problems Mr. Metha felt that it is not very difficult to stop him from resigning. Mr. Mehta explained Dinesh the reasons for such partial behaviour of the employees.

After listening to Mr. Mehta, Dinesh felt sorry for his reaction and was ready to take back his resignation. And he also called Smita and spoke with her like before.

Questions:

- i. Find the reason that Mr. Mehta would have given to Dinesh.
- ii. Was the decision taken by Mr. Mehta to talk to Franklin appropriate? Justify the reason.
- iii. Suggest a suitable title for this case.

Q. 5. Answer the following:

(10)

a) 'Leaders and managers are not necessarily the same persons in an organization. Explain.

OR

b) Your friend has just been appointed as a team leader at his place of work. He wants to benefit from your knowledge of leadership. Explain any 5 roles of a team leader for your friend.
