

























# Self-Study Assignment 2.5: Case Study-Perceptions and Distortions

**Due** Monday by 11:59pm**Points** None**Available** after Jul 15 at 10am

- ☒  (<https://classroom.emeritus.org/courses/9197/modules/items/1778466>)
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- ☐  (<https://classroom.emeritus.org/courses/9197/modules/items/1778489>)

## Learning Outcomes Addressed

- Learn how people make decisions.
- Review a variety of common attributional biases.
- Learn about perceptions, how they are formed and what role they play.

**This is not a graded assignment and does not count towards programme completion. However, we recommend you complete this assignment to gain a holistic learning experience.**

**Time:** It is estimated that this assignment would require 60 minutes to complete.

**Grade Weightage:** This is a practice assignment and performance in this assignment does not count towards any of the evaluation component of this course.

### Instructions:

- There are no right or wrong answers to this assignment.
- The approach/key pointers to this assignment will be provided at the end of the course.
- We encourage working on these practice assignments to help gain a holistic understanding of the topic.
- You may use the PL's office hours to clarify any doubts you have regarding the assignment.

**Evaluation Details:** This is a practice assignment and will not be graded.

### Case Study

Madhav Saxena read the sales figure for the second quarter with a great deal of satisfaction. He was the VP, Marketing and Sales, and also occupied a position on the Board of Directors of a large manufacturing firm 'Live InSight' that dealt with the production of door and window profiles. The organisation was 15 yrs old and was part of a parent company that dealt with the production and distribution of building materials. The parent company was more than 75 yrs old and was a brand name in the Western and Southern markets of India. Madhav was pleased to see that the marketing campaign for their two new products had improved the sagging sales of 'Live InSight'. The brand was getting noticed. Sales volume and market share had increased in the newer markets in North India and they had managed to regain their market share in close to 60 percent of the space in West India.

The improved sales were largely credited to Sravani Reddy, who was assigned the task of growing and improving the brand presence of 'Live InSight'. Sravani had joined as a manager after leaving a company that was into manufacturing Bathroom Products and Accessories. She had moved to Bangalore with the hope of working for a bigger organisation and an opportunity to be part of a project where she could design, develop and implement a robust marketing plan. When she joined Live InSight, Madhav assigned her the role of working on the launch of the two new products. The quality of branding of the new products had a ripple effect on the older products, which had led to an increase in sales.

Madhav also realised that today was the day when Sravani's performance review was due. Sravani was expecting a bigger role. She had worked hard, well and had proved her competence. She was keen on a 'brand management' role at an organisational level and not just for two products. Good in communication and interpersonal skills, creative in her approach and assertive, Sravani was

someone who could well be groomed to take that role in a year's time. All that one needed to do now was to identify a mentor who could help her through the transition. He decided that the performance review was also a time when he should reward her for the efforts that she had put in.

Madhav started by acknowledging the sales figures, the quality of branding activities carried out and recognised the impact that it had on the sales. He appreciated Sravani's efforts in working with the team across various locations and her ability to connect and build rapport with the Sales teams. He explained to Sravani that given her skills, her creativity and her ability to connect with people, he wished her to take the role of 'Brand Engagement Activities Coordinator' for the organisation. She would work with the Marketing team across all locations and her input will be widely appreciated by the Sales team. Madhav also mentioned that the Head of Sales for South India would be her mentor and would help her pick up the skills required for the new job.

'Brand Engagement Activities Coordinator' was a backroom job, a technical support position. It did not require much of Sravani's creativity. Her desire was to lead the Brand Engagement vertical in Marketing for the organisation. She had proved her worth and now, to be relegated to a support position was unacceptable to her. She felt that she had been sidelined. After a long silence and a weak 'Thank you sir', Sravani smiled and left the room. Madhav read it as acceptance and a positive response. He had promised Sravani that it was a wonderful career opportunity that was accompanied by a pay hike too.

Sravani was very disturbed the rest of the day and the next few days. She found it tough to concentrate on her daily tasks. She knew that the organisation, including the parent organisation, had no women in the Sales team. Most of the marketing activities were outsourced till she joined. Her team too consisted of largely junior members. She felt convinced that she was being sidelined as the acceptance of her as 'Brand Engagement Lead' in the organisation wouldn't be accepted due to gender. While no one would give voice to it, there wouldn't be pushback. Madhav's comment that the role was 'promising' and a 'huge career opportunity' was his way of saying that this is the best that could be done, given the situation. Sravani was at a point where she had to decide whether to confront Madhav or take up a new opportunity that was offered to her a while back in an IT firm.

## Problem Statement

Live InSight is a part of a larger organisation adhering to a certain mindset about leadership positions. "Let us not upset the hierarchy" could be the mantra that has unconsciously gripped the leadership. And this mindset has had an impact on the hiring and retention of Gen Y talent.

## Case Questions

Read the case carefully, refer to the module notes and video, complete your readings and do any associated research required before you attempt to answer the questions given below.

1. Reflect on your knowledge and understanding of stereotyping and social identity theory. What do you think is the concern/main issue(s) here?
2. Are there any other perceptual errors in this case study?
3. How do you think organisations can minimise misperceptions in these types of situations?

**Suggested time: 60 minutes**

*This is not a graded assignment and does not count towards programme completion.*