

"A man is
great by
deeds, not by
birth"

-Chanakya

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Case Study

IIMK/CS/194/OBHR/2023/02

March 2023

**Aligning recruitment and culture in crisis:
Team-based performance**

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Aligning recruitment and culture in crisis: Team-based performance

Abstract:

This case explores the recruitment story of Rajni Setia, A UX designer, as she is hired at Pinex for an urgent project. The case describes the impact of the misalignment of company culture and culture in the smaller teams in an organization. Rishi Agnihotri, V.P. Human Resource of Pinex, received an urgent requirement for a UX designer. The requirement was in response to a major rebranding exercise update from Pinex's rival company LeadEasy. Kunal Mathur, the CEO, wanted a counter-response to the changes in the rival's organization.

In response to the changes in the rival organization, Rajni Setia was hired. But neither the H.R. nor the line manager followed the company's cultural aspects of Pinex while hiring Rajni, which led to Rajni succumbing to understanding the organizational cultural demands. After finishing the project under line manager Samarth and being appreciated by CEO, she was moved to work under Rishi. Both line managers, Samarth and Rishi, followed different sets of working styles. After finding that Rajni prefers to be alone and is not working cooperatively with other team members, Rishi started growing unhappy with Rajni's performance, and she was later terminated.

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