

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

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Case Study

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Harsha with Complex Teams

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Please contact the corresponding authors, if you would like to access the full case study.

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Harsha with Complex Teams

Abstract:

This case study revolves around Harsha's experience at Crux Consulting Pvt. Ltd., a technology consulting company based in Pune, exploring various aspects of organisational behaviour (OB). The themes addressed include organisational diversity, attitudes and job satisfaction, personality and values, perception and individual decision-making, understanding of work teams, power and politics, and organisational structure. Harsha joined Crux Consulting on September 10th, 2020, to prove her capabilities to her manager and secure a position in client projects, which held greater prestige and rewards within the company. Over a year, Harsha demonstrated her skills in various areas, eventually earning a recommendation to work with Biggie Consulting India, one of the major clients of Crux Consulting Pvt. Ltd. Upon joining Biggie Consulting India, Harsha discovered that her project involved working with Biggie Consulting Ethiopia, which served European diplomats. The project faced frequent urgent deadlines due to its hierarchical complexity and the significance of the final clients. Harsha, accustomed to managing demanding clients directly, now had to navigate the challenges of coordinating with multiple stakeholders without contacting the final clients.

The situation became tougher when Biggie Consulting Ethiopia divided itself into three teams, each responsible for technical aspects, business suggestions, and future planning. Harsha managed all requests and communicated with the engineering team without a designated support system or clear accountability structure. Despite reaching out to her manager, Vyas, at Crux Consulting India for assistance with her heavy workload and the difficulties posed by working across different time zones, Harsha received little help due to the complex team structure. Despite these obstacles, Harsha refused to give up and managed the project successfully. The case study highlights the implications of diversity in organisations, the impact of attitudes and job satisfaction on performance, the influence of personality and values on decision-making, the role of perception in understanding complex team dynamics, the effect of power and politics on organisational functioning, and the challenges posed by the organisational structure. Overall, the case study comprehensively explores various OB topics, using Harsha's experience at Crux Consulting Pvt. Ltd. to illustrate the practical implications and complexities involved in the workplace.



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