

PGDM (IBM) 2022-24
Organizational Behaviour & HRM
INS 106
Trimester – I, End-Term Examination: September 2022

Time allowed: 2 Hr

Roll No: _____

Max Marks: 40

Instruction: Students are required to write Roll No on the cover page of the Answer Sheet. All other instructions on the question paper / Admit card should be followed meticulously.

Sections	No. of Questions to attempt	Marks	Total Marks
A	Minimum 4 questions with internal choices and all COs (Course Outcomes) covered in the Question Paper	4* 5	20
B	Compulsory Case Study	2*10	20
			40

SECTION A

There are 4 questions in this section. All questions are compulsory. Each question carries 5 marks. [Marks: 4*5 = 20]

A1a. Pawan argues, "For every worker, there is one best motivational application to drive performance." Shikha responds, "Non-sense! There is no single best way to motivate anyone." What is your opinion?
(CO1)

Or

A1b. Provide an example, from your own experience, of people seeming to interpret the same situation differently. Suggest a suitable reason for this.

A2a. Which was the most effective team or group of which you have been a member? What made the group/ team so effective?
(CO2)

Or

A2b. To what extent do you think "Leaders make a real difference in an organization's performance"? Build an argument citing suitable examples from Indian industries.

A3a. "A human resource manager is a change agent in the organization." Do you agree with the statement? Elaborate citing suitable examples.
(CO3)

Or

A3b. Identify and explain in brief, any five primary HR functions.

A4a. Suppose you have to hire a new manager. One candidate has outstanding technical skills but poor interpersonal skills. The other has exactly the opposite mix of skills. Which one would you hire and why?

(CO4)

Or

A4b. "A pay packet alone is not adequate to attract and retain competent employees." Elaborate on the statement and discuss.

SECTION B – CASE STUDY

Note: Analyze the case and answer the two questions.

[Marks: 2*10 = 20]

Ask Suraj bhai about the dot-com burst and he may grin at you as if to say, "What burst?" Suraj bhai, a 38-year-old entrepreneur, owns an Internet business that sells loose diamonds to various buyers. Business is booming for Suraj bhai. In 2004, he had sales of INR 2.06 million—a 140 percent increase from 2003. Suraj bhai's database of almost 60,000 available diamonds is one of the largest and is valued, according to him, at over INR 350 million. Needless to say, Suraj bhai is optimistic about his business venture. The future wasn't always so bright for Suraj bhai, however. In 1985, Suraj bhai moved from his native town Surat, to New Delhi, with little ability to speak English. There, he attended language courses and worked at the local shopping center to support himself. After graduation, his roommate's girlfriend suggested that he work at a local jeweler. "I thought she was crazy. I didn't know anything about jewelry," says Suraj bhai, who took her advice.

Though he worked hard and received his Diamonds and Diamonds Grading certification from the Gemological Institute, he wasn't satisfied with his progress. "I quickly realized that working there, I was just going to get a salary with a raise here and there. I would never become anything. That drove me to explore other business ventures. I also came to really know diamonds—their pricing and their quality."

In 1997, tired of working for someone else, Suraj bhai decided to open his own jewelry store. However, business didn't boom. "Some of my customers were telling me they could find diamonds for less on the Internet. It blew my mind." Suraj bhai recognized an opportunity and began contacting well-known diamond dealers to see if they would be interested in selling their gems online. Suraj bhai recalls one conversation with a prominent dealer who told him, "You cannot sell diamonds on the Internet. You will not survive." Discouraged, Suraj bhai then says that he made a mistake. "I stopped working on it. If you have a dream, you have to keep working harder at it."

A year later, Suraj bhai did work harder at his dream and found a dealer who agreed to provide him with some diamonds. Says Suraj bhai, "Once I had one, I could approach others. Business started to build. The first three months I sold INR 200,000 worth of diamonds right off the bat. And that was just me. I started to add employees and eventually closed the jewelry store and got out of retail." Although Suraj bhai does have some diamonds in inventory, he primarily acts as a connection point between buyers and suppliers, giving his customers an extraordinary selection from which to choose.

Suraj bhai is now a savvy entrepreneur, and his company, Abhisaz.com, went public in October 2003.

Why is Suraj bhai successful? Just ask two people who have known Suraj bhai over the years. Yoges bhai, a realtor who helped build Suraj bhai's building, says, "Suraj bhai is a very ambitious young man. I am not surprised at how successful he is. He is an entrepreneur in the truest sense of the word." One of Suraj bhai's former real-estate instructors, Arun Jain, concurs. "I am not surprised at all at his success," says Arun. "Suraj bhai has always been an extremely motivated individual with a lot of resources. He has a wonderful personality and pays close attention to details. He also has an ability to stick to things. You could tell from the beginning that he was going to persevere, and I am proud of him.

Suraj bhai is keeping his success in perspective, but he also realizes his business's potential: "I take a very small salary, and our overhead is INR 250,000 a year. I am not in debt, and the business is breaking even. I care about the company. I want to keep everything even until we take off, and then it may be another ball game."

Questions

1. What factors do you think have contributed to Suraj bhai's success? Was he merely "in the right place at the right time." Or are there characteristics about him that contribute to his success?
2. How do you believe Suraj bhai would score on the Big Five dimensions of personality (extraversion, agreeableness, conscientiousness, emotional stability, openness to experience)? Which ones would he score high on? Which ones might he score low on?