

**PGDM (RM) 2019-21**  
**Organisational Behaviour & HRM**  
**RM-108**

**Trimester – I , End-Term Examination: September 2019**

Time allowed: 2 Hrs 30 Min  
Max Marks: 50

Roll No: \_\_\_\_\_

**Instruction:** Students are required to write Roll No on every page of the question paper, writing anything except the Roll No will be treated as **Unfair Means**. All other instructions on the reverse of Admit Card should be followed meticulously.

Sections	No. of Questions to attempt	Marks	Total Marks
A	Minimum 3 question with internal choices and CILO (Course Intended Learning Outcome) covered	3*10	30
B	Compulsory Case Study with of 2 questions	2*10	20
			<b>50</b>

**SECTION A**

(10 marks \* 3 questions) = 30 Marks

**A1a (CILO 1)** Critically analyse the statement that, "the various psychological processes can be thought of as pieces of a jigsaw puzzle and personality as the completed puzzle picture".

OR

**A1b (CILO 1)** What are the most commonly committed Perceptual Errors that can affect the efficiency of a team, negatively?

**A2a (CILO 2)** In your own words, describe what is meant by an authentic leader. How does this differ from traditional theories of leadership? Why it may be so important in today's world.

OR

**A2b (CILO 2)** Name and describe the main 'competencies' that may be associated with a leader's effectiveness to manage a team successfully.

**A3a (CILO 3)** What is 'Social Loafing'? How does it affect team effectiveness? Suggest ways to overcome it.

OR

**A3b (CILO 3)** Briefly discuss the major theoretical explanations for Group Formation. Which explanation do you think is most relevant to the study of organizational behaviour? Defend your choice.

### **SECTION B – CASE STUDY**

(10 marks \* 2 questions = 20 Marks)

**(Combination of CILO 1, 2 & 3)**

When Jeanne P. Jackson the merchant who transformed Banana Republic into a chic, urbane shopping destination, joined Walmart.com as CEO, some analyst considered it an odd mix of cultures. But while the world's biggest discounter is a far cry from upscale Banana, Jackson 49, felt immediately at home when she attended a Saturday morning management meeting at Wal-Mart Stores Inc. Headquarters in Bentonville, Ark, before taking the job. To her amazement, then CEO David D. Glass was going through store by store reports. "David Glass is concerned about how many lawn mowers were being sold in Poughkeepsie last week. "I was blown away", says Jackson, who considers herself a fanatic about retail detail after 22 years in the business.

Up until that day, Jackson had rejected repeated over-turns to lead Walmart.com, established by Wal-Mart and venture capital firm Accel Partners. But Accel's managing partner James W. Breyer says that the companies persisted because Jackson, "was absolutely our first choice".

No wonder, Jackson had established herself as a superstar since joining Gap Inc. in 1995. In one gutsy move, she persuaded the Banana Republic's parent to open large, expensive flagship stores in key markets to sell the Banana Republic's lifestyle. Banana republic grew rapidly under her leadership, jumping from an estimated \$750 million in sales to \$ 1.5 billion in four years. That included reviving the chain's lapsed catalog. "She has taken (Banana Republic) from a niche brand to a megabrand," says Gap Executive Vice-President Ronald R. Beegle. In 1998, Jackson took over Gap's Direct division, which included managing its internet site.

The daughter of a Colorado architect, Jackson stumbled into retailing. While working her way through Harvard Business School, she caught the attention of a department store CEO who was attending an executive program there. He frequented the campus pub, managed by Jackson and three male partners. Jackson was there first thing in the morning as a short order cook, and she was back at night as a bartender. Anyone so tireless should be in retailing, he told her. Jackson was persuaded to give up her plans to go into packaged goods, and joined Federated's vaunted management trainee program. She later did stints at Saks Fifth Avenue, Walt Disney and Victoria's Secret.

A mother of two who now travels in Arkansas almost every other week, Jackson hasn't changed much from those early days. She'll need that energy and quick mind as she attempts to extend the largest bricks and mortar brand onto the web. Says Russell Stravitz, who hired her at Federated's Bullock's unit in Los Angeles: "The world is watching and the pressure is on."

- 1) Why do you think this retailing leader made this move to Wal-Mart?
- 2) Evaluate her self-described, "fanatic about retail detail". How would this and other details in the case fit into what leadership theories discuss about what leaders really do?