**JAIPURIA INSTITUTE OF MANAGEMENT, INDORE**

**PGDM**

**FIRST TRIMESTER (Batch 2021-23)**

**END TERM EXAMINATION, OCT-2021**

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| Course Name | **Organizational Behaviour** | Course Code | **40301** |
| Max. Time | **2 hours** | Max. Marks | **40** |

**INSTRUCTIONS: All questions are compulsory.**

**Section A (30 Marks)**

**Q1.** Explain how Locus of Control can impact your professional career. You must share your score on the LOC self-assessment test and explain its implications for your life and career. **(10 Marks)**

**Q2.** Personality scores of Big-Five test are an important indicator of success in professional and personal lives. Illustrate with examples drawn from your own life. **(10 Marks)**

**Q3.** Illustrate successful and failed transactions (of ego states) with one detailed example drawn from your experience in Term 1 of PGDM. **(10 Marks)**

**Section B (10 Marks)**

CASE: Leadership Mettle Forged in Battle (OB, Robbins, 5th Edn.)

In 2008, facing a serious shortage of leadership-ready employees at the store management level, Walmart decided to recruit from the U.S. military. The company sent recruiters to military job fairs and hired 150 junior military officers, pairing them with store mentors to learn on the job. The result: Walmart claims that it’s been able to bring in world-class leaders who were ready to take over once they had learned the retail business that Walmart could easily teach them. Other organizations that have heavily recruited from the military in recent years include GE, Home Depot, Lowe’s, State Farm Insurance, Merck, and Bank of America.

It’s not really surprising to see companies turn to the military for leadership potential. A long tradition of books and seminars advises leaders to think like military leaders ranging from Sun Tzu to Norman Schwarzkopf.

And military veterans do have a variety of valuable skills learned through experience. General David Petraeus notes, “Tell me anywhere in the business world where a 22- or 23-year-old is responsible for 35 or 40 other individuals on missions that involve life and death . . . They’re under enormous scrutiny, on top of everything else. These are pretty formative experiences. It’s a bit of a crucible-like experience that they go through.”

Military leaders are also used to working in less than optimal conditions, negotiate across cultures, and operate under extreme stress.

However, they do have to relearn some lessons from the service. Some may not be used to leading someone like an eccentric computer programmer who works strange hours and dresses like a slob, but who brings more to the company’s bottom line than a conventional employee would.

Indeed, in some companies like Google, there is nothing like the chain of command military leaders are used to. Still, most forecasts suggest there will be an ample supply of battle-tested military leaders ready to report for corporate duty in the near future, and many companies are eager to have them.

**Questions**

**1.** Do you think leaders in military (armed forces) exhibit the same qualities as organizational leaders? Why or why not? What are the common traits? **(5 Marks)**

**2.** In any company there could be specific types of work or situations that are more likely to benefit from the presence of leaders who have traits similar to military leaders. Drawing from the case study list a few such situations. **(5 Marks)**