



Delhi School of Business
PGDM Program
MID TERM EXAMINATION, SEPTEMBER 2023
TERM – I (Batch: 2023-25)

Course Name	ORGANIZATION BEHAVIOUR	Course Code	
Duration	90 MINUTES	Max. Marks	50

Instructions:

1. Please read the question paper carefully
2. There are two sections in the question paper. Section A has 30 marks in which you need to answer three questions out of the five. All questions in the Section carry equal marks. Section B has 20 marks in which you need to answer all the questions.
3. Please ensure to manage your time judiciously. Do not spend more than 15 minutes to answer each question in Section A

SECTION A (30 MARKS)

Answer any three questions. All questions carry equal marks.

- Q1. Define Organization Behaviour? What are the dependant variables studied in OB? Construct a model for studying Organization Behaviour? (10 marks 2+3+5) CO 1**
- Q2. What in your opinion is Self-Awareness. Construct and explain the Johari window? (10 marks (3+7) CO 2**
- Q3. Define Values and Value System. State and define the two types of values and explain any one of them (10 marks 4+3+3) CO 1**
- Q4. Explain the concept of Perception and Attribution. State the different perception biases and attribution errors 10 marks (4+6) CO 1**
- Q5 Define Personality. What are the different types of personality theories? What are the four pairs of measures in MBTI? Consequently, what are the sixteen personality types in MBTI? 10 marks (2+2+2+4) CO 1 CO 2**

SECTION B (20 MARKS)

Answer all questions in this section. (20 marks) CO 2 & CO 3

Read the case below and answer the questions following the case .

THE ENTRPRENEURAL JOURNEY OF SHAHID JAMAL AND VIJAY MUNSHI

Shahid and Vijay were great friends in school. Both of them joined Saraswati Vidya Mandir in Kolkata in the Kindergarten Section and grew up together to complete school being together in the same class all through their schooling years. Both of them were good students but very different in nature. Shahid was the very thoughtful person preferred to be left alone but extremely thoughtful and caring about others. Vijay on the other hand was the outgoing, boisterous person very outgoing and made friends with practically everybody in school but demonstrated a concern for Shahid which was special. Fellow students wondered how the two of them could be so friendly while being so starkly different. Some old timers in school narrate an incident when Shahid was in second

standard and some school bullies of fourth standard were bullying Shahid to the extent of physically hitting him. Vijay on seeing this jumped in fought with the bullies and rescued him and became his protector. Since then, they were always together in school.

Shahid came from a very poor family. He was the youngest of his siblings. His two elder sisters helped their mother in the piece work of embroidery her mother used to get from the garment contractors in Pilkhana. Pilkhana is a large Muslim settlement in Howrah – outskirts of Kolkata – where poor Muslims belonging to the labouring class who worked as workmen in the jute mills, foundries and small and medium sized engineering factories lived. Apart from this Pilkhana was also a manufacturing hub for garments, where garment traders used the services of the numerous tailors settled there to tailor men's and women's dresses on a piece rate basis. Shahid's father was one such tailor. Shahid therefore felt a bit reticent to talk about himself in a school like Saraswati Vidya Mandir, which was a reputed school with largely students from the upper middle class. Shahid however never felt the need to conceal his identity and quite comfortably expressed it when required.

Vijay came from an affluent background. His father was the General Manager of Braithwaite and Company a very large British Multinational and lived in Loudon Street a posh residential locality in Kolkata. Till Vijay was in Standard Seven the company car and driver used to drop and pick up Vijay to School. Class Eight onwards Vijay started using public transport for attending school.

Both of them had a strong desire to pursue engineering and get into the IIT's. They worked very hard and were successful in cracking the IIT Entrance Examination. Vijay decided to choose Electrical Engineering in IIT Powai, Shahid who by that time had become quite self-confident and sure of himself and though possible did not join IIT Powai to the disappointment of Vijay. Instead, he decided to take up Mechanical Engineering in IIT Kharagpur as it was closer to home and hence could visit his parents at weekends.

Vijay was on his way to Mumbai to join IIT Powai and Shahid to Kharagpur to join IIT Kharagpur. Before leaving they met and promised one another that one day they would do great things together. A year after Vijay's joining IIT Powai, his father quit the job at Braithwaite and took up a position of Director Operations at Larsen and Toubro at their Powai Headquarters. Vijay therefore stopped coming to Kolkata for his vacations and hence the possibility of their meeting became minimal. Consequently, they did not meet during their IIT years. These were not times of E mails and mobile phones and each one of them got lost in their new world of IIT and lost touch with one another.

Their world of work post their IIT years was also very different. Shahid found a job as a Mechanical Engineer in the GKW factory in Howrah virtually at home. In the world that Shahid came from working in GKW the British Engineering multinational was a dream and that too as "Engineer Sahib" made his father walk the lanes of Pilkhana head held up in pride after having lived all his life in ignominy with his head down listening to the crackling noise of his sewing machine. Shahid on the other hand while basking the glory of his newfound identity kept asking himself of what good was his achievement or was, he of any value to the society he came from.

Vijay after his engineering joined A F Ferguson, as a consultant. AFF as it was known then in premier Engineering and Business schools was the most sought-after company in campus. It was the premier audit and accounting firm also entrenched in financial, management consulting besides being the premier recruiting firm where most of the large Indian and multinational companies went for their senior level recruitments. Vijay joined them in their Industrial Consulting business and virtually lived out of a suitcase on account of the extensive travel he was engaged in doing Industrial Engineering projects of Time and Motion Studies, Work Studies, setting process efficiency parameters, plant layouts in the new industrial projects coming up in the Mumbai, Pune, Varoda, Gujrat, Tamilnadu and Karnataka besides visiting the middle east where AFF was prospecting client development. The initial years were exciting, the glamour of working in AFF along with the lifestyle of working out of top city hotels and with virtually no living expenses meant he practically saved his entire salary. Alongside AFF was the market leader in compensation their salaries on an average being 30% higher than the market maximum. Vijay had now started feeling a bit jaded as the work had lost its novelty and living out of a suitcase constantly in a hotel became a drudgery and made him feel lonely and a lack of belongingness.

In terms of timelines, we are in the early 1980's about 4 years after Shahid and Vijay had completed their engineering.

Shahid's marriage was fixed, and he felt very strongly the need for Vijay's presence for such an important event in his life. He did not feel it proper to invite him by just speaking with him or sending him an invitation. Instead, he thought it proper to travel to Mumbai and invite him personally. Around a month before his marriage Shahid contacted him and said he was coming to Mumbai and wanted to discuss something very important with him. Vijay was very excited at the prospect of meeting his old school friend after so many years and wondered if Shahid was thinking of their plan to do something together and insisted, he stay with him while in Mumbai.

Shahid travelled on a Saturday morning to Mumbai with the plan of spending the weekend with Vijay who was there at the airport to receive him. While on their way home Shahid broke the news of his marriage. Vijay was so excited on hearing the news and instead of driving home drove straight to the Palm grove hotel in Juhu beach saying this calls for a celebration. Vijay promised to be present for the marriage and looked forward to going to Kolkata a city he always felt he belonged to.

Once they reached home discussion started on catching up with events of the seven years that had passed by. One thing however both felt of the sagging energy when they talked about their jobs. The message Shahid got from Vijay was "The job is good; I am making money but is now boring the hell out of me. I desperately need to find variety, go through a grind, and create something that is large and call my own. Life all along has been too comfortable for me and I get a sense of having been a parasite all my life. Do you know the days I miss most – the days I jostled and struggled to find space in the public bus to and from school. Every day I got a sense that I had created something for myself. I look forward to that struggle". Vijay also listened intently to Shahid and what he heard him say was "I have a great job which makes people in my locality site me as an example. The economic miseries of my parents are largely over. But when I think of the impact, I have made to the society I have lived in I find myself way short of those garment contractors who have sustained numerous people like my father over the years and in a way have created me. What have I given back to them? There is so much of technical skill and talent naturally there with the people here. Just that the employment market hasn't given them the opportunity. I wish I could create may be a small place for them to use their skills and over time set up a huge enterprise for these people to make a life for themselves. That is when I would feel I have contributed something".

Suddenly there was brightness in their faces, and both virtually said in unison "Remember what we had told each other when we joined IIT, that one day we would do something great together. The time for it is now".

This was the early eighties when the power situation in West Bengal and practically all the eastern states was grim with load-shedding on an average of six to eight hours a day. The demand for inverters was sky rocketing. Shahid and Vijay felt they could enter the business by setting up a manufacturing unit for inverters. Since Shahid after his marriage was planning to shift out of Pilkhana into an apartment outside with his parents their house there could be used as the manufacturing unit. Inverter making was essentially an assembly process where the components which were mechanical and electrical needed to be fitted with precision. Pilkhana traditionally had a lot of skilled fitters who worked on a contract basis with the engineering units in Howrah. Vijay also felt he could relocate to Kolkata a place he always liked.

On that day "Friendship Enterprises" was born.

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Q1. Make a comparative analysis of the values of Vijay Munshi and Shahid Jamal?

Q2. In MBTI terminology categorise the personality types of Vijay Munshi and Shahid Jamal. Give data from the case to substantiate your answer.