

# IB Business Management – Pre-Released Case Study 2016



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## IB BUSINESS MANAGEMENT – PRE-RELEASED CASE STUDY 2016: PERSONALITY PROFILES

The 2016 IB Business Management case study – Todos os Mercados – has a significantly smaller cast of characters than previously released case studies. Henri Trouvé, is central to the story and there is only a minor cast of peripheral characters. The personality profiles featured here are thus dominated by Henri Trouvé.

At work, Delphine Jacques has the most influence on Henri. She is a competent and well-liked manager. Delphine is warm and caring but still considers TM company policy in every decision she makes.

Henri's parents were hardworking and entrepreneurial and gave him a great start in life and are likely to have had a significant influence in Henri's development into the man he becomes.

### HENRI TROUVÉ

- Born in St Laurent, near Tillon in southern France.
- Son of a sole trader who owned a small hardware business.
- As a child, Henri helped his father in this business and continued to work in the shop after he had left high school.
- He became the owner and manager of his father's shop at the age of 32 upon the retirement of his parents.
- Two years after taking over the business the business went into liquidation. Henri attributed this to competition from the new TM hypermarket and a failure to source external finance.
- Out of desperation, Henri began working at TM as a manager in the hardware section. He felt he had little management responsibility and was little more than a salesperson. He resents aspects of the job, including his strictly monitored check-in times, and finds his days at TM tedious, often leaving him feeling tired and exhausted at work.



Henri Trouvé - a happy worker is a productive worker

## Personality Profiles

- He is a paternalistic leader, being quite a dominant male who uses his (albeit limited) power to control and protect subordinate employees, whom he, in turn, expects to be loyal and obedient.
- He is married to Elise and they have children. Elise is very busy and often tired and feels overwhelmed. She works full time as a dental assistant as well as managing the household and looking after the children.
- He is studying for an MBA (Masters of Business Administration) – a degree for executives. He fits his studies around his job, often arrives home late in the evening and has limited time with his wife and family.

### DELPHINE JACQUES

- Delphine is a single mother with two children.
- She works as a line manager in the hardware department at TM.
- She is hard-working, diligent and follows TM company procedures.
- Delphine is one of the few management employees at TM who have been promoted to the position internally – a mark of company respect.
- Delphine is well-liked and she is considered to have a warm personality and encourages her subordinates to get the best out of them.
- Although she is efficient she is concerned with her job security and never complains about the company or her work there.



Delphine – not bad as far as bosses go

### ELISE TROUVÉ

- Elise is the wife of Henri Trouvé and mother of at least two children.
- She works full time as a dental assistant as well as managing the household and looking after the children.
- Her children are at least in their early teens (this is based on the fact that they are up reasonably late at night playing video games and texting friends on their cell phones)
- She is very busy and often tired and feels overwhelmed with her current situation. It is likely that she took on extra responsibilities to support Henri in undertaking his studies.
- Although she is supportive she has doubts as to whether Henri's MBA qualification will enable him to land a better job.



Elise - juggling children, a household and full-time work is exhausting

## Personality Profiles

- Elise does not see enough of her husband at present as he juggles the demands of full time work and university studies.
- She will often be in bed asleep by the time Henri comes home.

### DR LOYKIE LOMINÉ

- Dr Loykie Lominé is Henri's MBA tutor.
- He has had a rather undistinguished and unsuccessful career. He has never been in the world of business and has been employed at a series of low ranking Polytechnics before he somehow managed to luck his way into his current job.
- He harbours strong doubts about his ability to competently manage his job and secretly believes he is the very embodiment of the 'Dilbert Principle' – organisations tend to systematically promote their least-competent employees to management (generally middle management), in order to limit the amount of damage they are capable of doing.
- He likes to teach his MBA courses using case study analysis, but unfortunately the case studies he prepares are insipid and uninspiring to his students.
- His colleagues don't like him much and his students don't respect him.
- He is unhappy with his life and drinks too much.
- Dr Loykie Lominé doesn't have tenure because he cannot seem to publish his often ridiculed research, and is constantly anxious about losing his job as the pay and conditions are good.



**If only his lecturing shone as much as his head**

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