



GL BAJAJ

Institute of Management & Research

Approved by A.I.C.T.E., Ministry of HRD, Govt. of India

Roll No.....

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) – 201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2017-19) END TERM EXAMINATION (TERM - II)

Subject Name: **Teams and Emotional Intelligence**

Time: **02.00 hrs**

Sub. Code: **PG 15**

Max Marks: **45**

Note:

- 1. Writing anything except Roll Number on question paper will be deemed as an act of indulging in unfair means and action shall be taken as per rules.**
- 2. All questions are compulsory in Section A, B & C. Section A carry 2 Case Studies of 10 marks each, Section B carries 2 questions of 7.5 marks each and Section C carries 5 questions 2 marks each.**

SECTION - A

10×02 = 20 Marks

Q. 1: Read the Case Study and answer the question given below:

Ratan Naval Tata, (born 28 December 1937) is an Indian businessman who became chairman of the Tata Group (1991–2012), a Mumbai-based conglomerate. Ratan Tata's foreign affiliations include membership of the international advisory boards of the Mitsubishi Corporation, the American International Group, JP Morgan Chase and Booz Allen Hamilton. He is also a member of the board of trustees of the RAND Corporation, University of Southern California and Cornell University. He also serves as a board member on South Africa's International Investment Council and is a member of the Asia-Pacific advisory committee for the New York Stock Exchange. He received the Padma Bhushan in 2000 and Padma Vibhushan in 2008 and Lifetime Achievement Award awarded by Rockefeller Foundation in 2012. In 2009, Tata was knighted as a Knight Commander of the Order of the British Empire.

Personality Trait

Ratan Tata is a Visionary. He is a Dreamer and such people can not only envision future but also think far beyond in the future than anyone else's imagination.

He has a fierce Determination and Persistence in his personality. This is a deadly combination of traits that partly explains why Ratan Tata has not left the business scene despite being subject to sort of problems that could potentially destroy lesser mortals. He has faced innumerable adverse situations and times in life but never ever given-up. This sure is a sign of a great man.

Ratan Tata has Pride and Dignity in his personality. Pride is a spur to achievement. Pride says "You must think well of me too". At the start of his career, Tata faced opposition from several lots of peers who thought that he was best suited for the job of the Chairman of Tata group. Of course, his persistence and determination helped but it was his Pride that also played a big role in overcoming opposition and move ahead with his head taller. Ratan Tata is quite an Emotional Person, with a broad range of emotions from extreme highs to lows. He is a person with High Emotional Intensity and feels situations In-depth, quite intensely. He can very easily relate to other people's problems.

He has Perfectionism in his personality. He is a kind of person who takes time putting everything in place and reviews work thoroughly in order to make it precise.

He is usually quite cautious in his approach. A Cautious person is inclined to be careful in order to minimize risk and reduce any impulsive behavior. Cautiousness is quite an understood trait for a person heading such a huge business empire. This aspect of his personality prevents him from blindly trusting everyone.

- a. Draw out the personality test of Mr. Ratan Tata by using any one Psychometric Test.**

Q. 2: Read the Case Study and answer the question given below:

Marcus has arrived 10 minutes early for his job interview at ABC Company. His suit is pressed, and his tie is brand new. He checks in with the receptionist, who sits behind a glass desk with nothing on it but a computer, a phone, and a framed photo of a Golden Retriever. Her hair is intricately styled, and her nails are perfectly manicured. She looks Marcus up and down, smiles a bit, nods, and asks him to have a seat. Marcus sits upright quietly in the lobby, with his briefcase on his lap.

Twenty minutes later, the company's manager enters and shakes Marcus's hand in both of his. The manager asks Marcus to follow him, and the two walk down the stark hallway to his office. Once inside, the manager moves a stack of files off of a chair to make room for Marcus to sit down. He closes the door and takes his place behind a desk crowded with family vacation photos, wind-up toys, and more files. Marcus sits back in his chair with his arms crossed over his chest. The manager also leans back in his chair.

The manager reviews Marcus's resume, looks directly at him, and tells him how great it looks. He asks Marcus about his previous employment. Marcus looks at the floor and fidgets with his fingers as he talks about his experience working at another company. When finished, he looks back at the manager who asks a question about his interests. As Marcus talks about his love for music, he leans forward and talks more rapidly. He uses his hands to emphasize what he is saying and smiles while speaking.

The interview is concluded a few minutes early. The manager offers a firm handshake, which Marcus accepts, but both men are aware that a future working relationship isn't likely.

- a. **What are the basic demerits of the interviewee in the present case study? State atleast five demerits and suggest your remedial measures against it**

SECTION - B

7.5×02 = 15 Marks

Q. 3: Describe Johari Window model in detail with respect to maintaining Team cohesiveness at workplace.

Q. 4: Elaborate four approaches of Negotiation and throw light on 'Zero Sum Game Approach'.

SECTION - C

02×05 = 10 Marks

Q. 5 (A): Draw out the relevance of Baron' model of Emotional Intelligence in ones' life as in corporate.

Q. 5 (B): Draw out some limitations of a team with respect to absence of EI amongst students in a classroom setting.

Q. 5 (C): State basic competencies require in generating Emotional Intelligence for effective Performance

Q. 5 (D): Tri-partite negotiation is always better than Bi-partite. Justify.

Q. 5 (E): State the relevance of Grievance Redressal Chart in any organization. Put forward your ideas to make it more practical.

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SECTION - A

10×02 = 20 Marks

Q. 1: Case Study:

FedEx Express is the world largest cargo airlines with over 290,000 employees moving seven million packages each day with 600 flights a day. One of the top 20 Fortune “Most Admired” for a decade, FedEx stands among the world’s successful enterprises. While founder Fred Smith was focused on logistics and speed, from the start he believed that people were the key to business, and that leadership is about continuous growth: **“Leaders get out in front and stay there by raising the standards by which they judge themselves – and by which they are willing to be judged.”** This vision has translated to the “PSP Philosophy” – People-Service-Profit – which drives FedEx Express today.

The company sees that the people-side of leadership has grown more complex, and looking to the future, is committed to developing leadership capabilities to manage the changing workforce. The goal is leaders who are better at influence, make decisions that are both quick and accurate, and are able to build a culture where people feel the dedication and drive for exceptional performance in a way that’s sustainable and creates real value for all stakeholders.

To measure leadership performance, FedEx Express administers “SFA,” an annual survey where every employee can provide feedback about managers. SFA themes include respect, fairness, listening, and trust – leadership responsibilities that are all about relationships and emotions. This commitment to people-first leadership created an interest in “emotional intelligence” as a learnable skillset that would equip managers to deliver the FedEx way.

Action-Based Emotional Intelligence

Where other approaches to emotional intelligence remain quite theoretical, the Six Seconds Model is designed as a process framework for using emotional intelligence on a day-to-day basis. At a macro-level, the model offers a three-step process with specific learnable, measurable competencies that support the three steps:

Know Yourself – increase self-awareness of emotions and reactions (competencies: Enhance Emotional Literacy and Recognize Patterns).

Choose Yourself – shift from unconscious reaction to intentional response (competencies: Apply Consequential Thinking, Navigate Emotions, Engage Intrinsic Motivation, and Exercise Optimism).

Give Yourself – align the moment-to-moment decisions with a larger sense of purpose (competencies: Increase Empathy and Pursue Noble Goals).^[3]

Reviewing data from LEGACY in 2009 and 2010, the GLI team identified that a few key EQ competencies were essential to strengthen “bench strength” and build the leaders who will move up the chain. Without revealing confidential details, the FedEx culture has focused on speed — which is a key part of the company’s success. As leaders move up in the organization,

the need for speed has to be balanced with a more careful, collaborative decision-making process to achieve sustainable success.

With this in mind, under the leadership of SVP Shannon Brown, the company wanted a world-class leadership program that would move the company to be one of the top five in the world. With the support of Dennis Reber, Managing Director, and Ray Murphy, Manager, of the Global Leadership Institute, FedEx decided to increase the emotional intelligence focus of the leadership training and deliver a new course called LEAD1 to put EQ into action at the frontlines. All new FedEx Express managers would receive the program to provide a solid people-first foundation upon which to build their leadership careers.

- a. **Elaborate a clear line relationship between Know yourself, Choose yourself and Give yourself with respect to create highly emotional intelligent team members at workplace.**

Q. 2: Case Study:

Marcus has arrived 10 minutes early for his job interview at ABC Company. His suit is pressed, and his tie is brand new. He checks in with the receptionist, who sits behind a glass desk with nothing on it but a computer, a phone, and a framed photo of a Golden Retriever. Her hair is intricately styled, and her nails are perfectly manicured. She looks Marcus up and down, smiles a bit, nods, and asks him to have a seat. Marcus sits upright quietly in the lobby, with his briefcase on his lap.

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- b. **What are the basic demerits of the interviewee in the present case study. State atleast five demerits and suggest your remedial measures against it.**

SECTION - B

7.5×02 = 15 Marks

Q. 3: Describe Carrons' Model of Team Cohesiveness with real time examples for each subset.

Q. 4: Elaborate Transactional Theory in detail with respect to mentoring of oneself as Team Player.

SECTION - C

02×05 = 10 Marks

Q. 5 (A): Sociometry is all about measuring human relationships. Justify.

Q. 5 (B): Negotiating in Tri-partite way is always better than Bi-partite. Justify.

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Q. 5 (C): Throw some light on ‘Coping Skills’ as one of the foundation to generate Emotional Intelligence for effective Performance

Q. 5 (D): Negotiation is a strategy or tactics. Justify.

Q. 5 (E): State the relevance of ‘Norming’ during Team Formation in organizations.