



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

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

Subject Name: **Teams & Emotional Intelligence (SSP-II)**

Time: **02.00 hrs**

Sub. Code: **PG-15**

Max Marks: **100**

**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 carries 2 Case Studies of 20 marks each, Section B carries 2 questions of 20 marks each and Section C carries 5 questions of 4 marks each.**

**SECTION - A**

**20×02 = 40 Marks**

Q. 1: Case Study:

**There Are Teams, and There are Teams**

One of the most difficult challenges for multinational managers is that of understanding how to manage groups and teams across culture, What works in the home country often has no value in their cultures. For example, in the late 1990s, while the Japanese economy continued to stagger, a number of US-based multinational firms entered the Japanese market to take advantage of the weak competition Large US, retailers set up super stores in Japan with a wide variety of offerings and low prices. However, Japanese customers found these stores to be too big and impersonal for many types of goods and preferred to shop at smaller, locally owned stores. As a professor of marketing at a Japanese business school put it, "Retailing is such a local business, it's not that easy to succeed" The same challenges of appealing to Japanese customers also hold true for managing Japanese employees What works in the United States often has little value in Japan. For example, in the United States it is common for firms to have work groups compete against each other and to reward the winning teams. In Japan's collectivist cultural values, openly competing with others is frowned on. Those who win feel embarrassed and those who lose feel a sense of shame and loss of face. A good example is provided by an American manager who was in charge of a major department in a Japan-based, multinational bank. The manager, in an effort to increase the profits of his department, came up with a fairly simple idea. It involved combining two different futures contracts to create an arbitrage position (i.e., the simultaneous purchase and sale of the same securities and foreign exchange in different markets to then profit from unequal prices). A number of the bank's non-Japanese competitors were making money with this type of strategy, and the manager felt that his bank could do the same. Unfortunately, this is not what happened. When he presented this idea to the senior-level management group, the Japanese managers convinced the rest of their colleagues to veto it. Their reasoning was grounded in an understanding of Japanese culture. Because two different futures would have to be traded by two different departments, one group would make money on the trade and the other would lose. So even though the overall bank would profit from the two transactions, the Japanese managers realized that the group that lost money would be embarrassed in front of its peers and lose face. This same situation applies when Japanese firms compete against each other for a local market. There is great social pressure for each of the competing firms to retain their relative position. Thus Sony would not attempt to dislodge Mitsubishi and become the largest competitor in a particular industry. Only when Japanese firms go international do they compete strongly for market share-and this is against local competitors in the foreign market and not each other. Performance appraisal is another good example. If an American employee does not do a good job, the person may be replaced. However, this seldom happens in Japan. So when American and Japanese firms create joint venture and assign teams to the undertaking Japanese do

not use the same type of individual performance requirements. The Americans want results but the Japanese are often more interested in everyone in the team being cooperative and helpful. Harmony is more important than productivity, and seldom is any direct action taken against poorly performing individual employees. However, the peers/teammates may subtly get the low performer straightened out in an informal setting such as over drinks or on a fishing trip. Another difference between American and Japanese teams is that U.S. managers try very hard to let their people know what is to be done, when it is to be completed, and how progress or performance will be demined. For example, the boss might say, "I want your team to take a look at our major competitors and tell me three products that they are likely to bring to market over the next six months." The Japanese manager will be much more indirect and vague. The Japanese exec might say something like, "What product changes do you think we can expect from the competition in the future?" As a result of these directives, the American team will generate a fairly short, well-focused report that contains a great deal of specific information. The Japanese team will submit a very long, detailed report that covers all aspects of the competition and provides a wealth of information on a host of products that may be introduced into the marketplace over the next year.

Based on the above case, what would you recommend to be included in the following assignments you are given as a member of a large multinational corporation training department?

(A) How would you make the teams of the Japanese subsidiary more effective? **(10 marks)**

(B) How would you make the cross-functional team that is working on new product development for both the U.S. and Japanese markets as effective as possible? **(10 marks)**

Q.2: Case Study:

### **The Magic Carpet**

WKS plc. has been a customer of Global Carpets (GC) for 20 years. They have a global purchasing agreement which is due for renewal next year. WKS regularly gives this Sales Manager of GC £2 million of business per annum for various UK projects. This particular project is worth £500,000.

The London office of WKS is moving to a new HQ building in the city in 6 weeks' time and the carpets are scheduled to be fully fitted by GC in 3 weeks' time.

The Sales Manager of GC, Petrov, has been requested to attend an urgent meeting with Marcus, the Facilities Manager of WKS, to discuss a problem which has occurred with the carpet currently being installed.

Up to this point there has always been a good business relationship between the Sales Department of GC and the Facilities Department of WKS.

Marcus is in charge of the new HQ project. In only six weeks' time the entire office will move into the new building. All aspects of the work have so far been completed on time, however, the latest delivery from Global Carpets has colour mismatching from batch to batch.

To add to this, the new CEO from New York is due to move to the London office to take up his new post on completion of the new HQ. Marcus fears any visible defects in the new office will draw unwanted attention onto himself.

Although the project has run smoothly so far, it is slightly over budget, by around £15,000, so any savings that can be made at this stage will reflect well on his performance with the new CEO.

The deadline given to GC to have the carpets fully fitted was for the end of week three. While Marcus would like this to remain on schedule, some flexibility has arisen due to some early completion of some aspects of the re-fit. Marcus reckons he could give them up to one more week and still remain on schedule.

While this re-fit has been taking place a decision has been made by WKS to occupy a new building in Edinburgh on the same scale as the new London HQ. This will require fitting out in around 4 months' time. However, if the current problem is not resolved satisfactorily, Marcus may be forced to look for an alternative supplier for that job.

It is 3pm on Friday and Marcus needs to have this resolved by the end of business today to ensure the schedule does not suffer.

(A) What are the interests of Marcus in this case? How would Marcus's complete preparation planner look like? (10 marks)

(B) Suggest the negotiable tactics might serve the Marcus interests? Describe the potential scope of integrative bargaining in this case and what proposal could Marcus suggest to Petrov to resolve the problem? (10 marks)

### **SECTION – B**

**20×02 = 40 Marks**

Q. 3: As the saying goes that there is a difference between listening and hearing just as there is a difference between seeing and knowing. Discuss your inference from the saying and justify in the context of various examples of techniques of Active Listening.

Q. 4: As a leader of project team you have a day left from the deadline to submit the project but you do not expect it to be complete in time. How would your emotions be in the context of Self awareness? What possibly would you do to tackle this disturbing situation in context of Self Regulation?

### **SECTION – C**

**04×05 = 20 Marks**

Q.5 (A): Suppose you are a member of marketing team of Ashiana Housing during your Summer Internship Program (SIP). You experience a conflict in your team regarding finalizing the sales strategy. How will you attempt to apply Appreciative Inquiry as an approach to handle conflict here?

Q. 5 (B): Imagine you are the person responsible for training new employees. If you could explain three traits about 'Informal Leadership that drives growth' to them, what would be those? Relate those traits with famous Informal leaders.

Q. 5 (C): Imagine a renowned company during SIP interview asks you to explain situations in your life where you experienced different positions of Ok- Not Ok matrix. Explain

Q. 5 (D): For below conversation identify the ego state for each statement. Also describe briefly about relevance of each state of mind.

- i) (Boss to Employee) Have you written the report?
- ii) (Response of Employee) I am about to email it to you.
- iii) (Employee thinks) Will you stop hassling me? I will do it eventually.

- i) (Employee asks colleague) Would you like to skip this meeting and go watch a film with me?
- ii) (Response of colleague) Actually in next ten minutes I have to send the report to my boss. Once it's done we will go for the same as I am fed up of working anymore.

Q. 5 (E): What factors / causes do you think make you angry and least confident during tasks. What initiatives and methods would you employ to resolve them with emotional intelligence?