

" JAYPEE UNIVERSITY OF INFORMATION TECHNOLOGY, WAKNAGHAT

TEST-3 EXAMINATION- JUNE -2016

B.Tech/ II Semester

COURSE CODE:10B11PD211

MAX. MARKS: 35

COURSE NAME: Group And Cooperative Processes

COURSE CREDITS:03

MAX. TIME: 2 HRS

Note: All questions are compulsory. Carrying of mobile phone during examinations will be treated as case of unfair means. Questions to be attempted Section wise ONLY.

Section A

Q1. Study the case and answer the following questions: **"TOYOTA'S TEAM CULTURE"**

Many companies proudly promote their team culture. At Toyota, the promotion seems sincere. Teamwork is one of Toyota's core values, along with trust, continuous improvement, long term thinking, standardization, innovation and problem solving. The firm's value statement says the following: "To ensure the success of our company, each team member has the responsibility to work together, and communicate honestly, share ideas, and ensure team member understanding."

So how does Toyota's culture reflect its emphasis on teamwork? First, although individualism is a prominent value in western culture, it is deemphasized at Toyota. In its place is an emphasis on system, in which people and products are seen as intertwined valued streams and people are trained to be problem solver so as to make the product system leaner and better. Second, before hiring, Toyota tests candidates to ensure they are not only competent and technically skilled but also oriented toward teamwork-able to trust their team, be comfortable solving problems collaboratively, and motivated to achieve collective outcomes. Third, and not surprisingly, Toyotas structures its work around teams. Every Toyota employee knows the Adage "All of us are smarter than any of us." Teams are used not only in the production process but also at every level and in every function: In sales and marketing, in finance, in engineering, in design and at the executive level. Fourth, Toyota considers the team to be the power center of the organizations. The leader serves the team, not the other way around. When asked whether he would feature himself in advertisements the way other automakers had, Toyota USA's CEO, Yuki Funo, said, "No. We want to show everybody in the company. The heroes. Not one single person."

Questions:

Q1. Do you think Toyota has succeeded because of its team oriented culture, or do you think it would have succeeded without it?

Q2. Do you think you would be comfortable working in Toyotas culture? Why or Why not?

Q3. In response to the recession and the firm's first ever quarterly loss, Toyota's managers accepted a 10% pay cut in 2009 to avoid employee layoffs. Do you think such a response is a good means of promoting camaraderie? What are the risks in such a plan? (Marks 3*5=15)

Section B

Q4. What is the difference between an intrinsic and an extrinsic motive? Can both operate at the same time? if so how? (Marks 3)

Q5. What is meant by the term *job satisfaction*? What are some of the major factors that influence job satisfaction? (Marks 3)

Q6. Define Attitude. Discuss any three major job attitudes. (Marks 4)

Q7. What is involved in a positive, authentic leadership style? How can such a leader cope with the challenges facing today's organization? (Marks 4)

Q8. What do you understand by Conflict. Discuss the dimensions of handling conflict. (Marks 6)