JAYPEE UNIVERSITY OF INFORMATRION TECHNOLOGY, WAKNAGHAT
END SEMESTER EXAMINATION-2015
B.Tech II Semester (all branches)

COURSE CODE:10 B11 PD211   MAX. MARKS: 45
COURSE NAME: Group and Cooperative Processes
COURSE CREDITS: 03   MAX. TIME: 3 HRS

Note: All questions are compulsory. Carrying of mobile phone during examinations will be treated as case of unfair means.

Section A (8 Marks)

1. What is the difference between Traditional and Interactionist views of conflict?
2. Are leadership and management different from one another? If so how?
3. What are the limits of a positive culture?
4. Define Motivation
5. What is Social loafing
6. Give an example of Role Conflict
7. Difference between distributive and integrative bargaining
8. How do highly conscientious people behave?

Section B (Marks 15)

Q9.Read the case, **"Toyota's team culture"**, and answer the following questions

Many companies proudly promote their team culture. At Toyota, the promotion seems sincere.

Teamwork is one of Toyota's core value, 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 towards teamwork- able to trust their team, be comfortable solving problems collaboratively and motivated to achieve collective outcomes.

Third, not surprisingly, Toyotas structures its work around teams. Every Toyota employee knows the Adage "All of us smarter than any of us ". Teams are used not only in the production process but also at every level and in every function of the organization.

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

a) Do you think Toyota has succeeded because of its team oriented culture? (3)

b) Do you think you would be comfortable working in Toyota s culture? Why or why not. (3)

c) In response to the recession and the firm's quarterly loss, Toyota 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? (4)

d) Recently DCH Group a company comprised of 33 auto dealerships decided to adapt Toyotas culture to its own, particularly its emphasis on teamwork. Do you think the culture will work in what is typically the dog-eat-dog world of auto dealership? Why or why not? (5)

Section C (marks 22)

Q10. What advice can we give managers faced with excessive conflict and the need to reduce it? There are many strategies which can be opted. Discuss the various situations and corresponding strategy you would use? (5)

Q11. How will you define "Charismatic Leadership". Are Charismatic leaders born? How do they influence their followers? (4)

Q12. Discuss the Hertzberg's two factor theory. What criticism it faced? (4)

Q13. "The group becomes more effective as it progresses through the first four stages of the group development model ". Evaluate the statement. (3)

Q14. What are the outcomes of job satisfaction on, organizational citizenship, customer satisfaction and absenteeism? (3)

Q15. What are the various practices which managers should adopt to promote Ethical Culture? (3)