



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 (2020 -22)

MID TERM EXAMINATIONS (TERM -II)

Academic Session- 2020-21

Subject Name : Teams & Emotional Intelligence

Time: 01.30 hrs

Sub. Code: PG -15

Max Marks: 20

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 1 Case Study of 8 marks. Section B carries 3 questions of 2 marks each and Section C carries 2 questions of 3 marks each.

SECTION – A

04+04 = 08 Marks

Q. 1: Case Study: Historically, IBM was one of the most tradition-bound companies on the planet. It was famous for its written and unwritten rules—such as its no-layoff policy, its focus on individual promotions and achievement, the expectation of lifetime service at the company, and its requirement of suits and white shirts at work. How times have changed. IBM has clients in 170 countries and now does two-thirds of its business outside the United States. As a result, it has overturned virtually all aspects of its old culture. One relatively new focus is in the teamwork area. While IBM, like almost all large organizations, uses work teams extensively, the way it does so is unique. To instill in its managers an appreciation of local culture, and as a means of opening up emerging markets, IBM sends hundreds of its employees to month-long volunteer project teams in regions of the world where most big companies don't do business. Al Chakra, a software development manager located in Raleigh, North Carolina, was sent to join Green Forest, a furniture manufacturing team in Timisoara, Romania. With Chakra were IBM employees from five other countries. Together, the team helped Green Forest become more computer-savvy to help its business. In return for the IBM team's assistance, Green Forest was charged . . . well . . . nothing. This is hardly pure altruism at work. IBM calculates these multicultural, multinational teams are good investments for several reasons. First, they help lay the groundwork for opening up business in emerging economies, many of which might be expected to enjoy greater future growth than mature markets. Stanley Litow, the IBM VP who oversees the program, also thinks it helps IBMers develop multicultural team skills and an appreciation of local markets. He notes, "We want to build a leadership cadre that learns about these places and also learns to exchange their diverse backgrounds and skills." Among the countries where IBM has sent its multicultural teams are Turkey, Tanzania, Vietnam, Ghana, and the Philippines. As for Chakra, he was thrilled to be selected for the team. "I felt like I won the lottery," he said. He advised Green Forest on how to become a paperless company in 3 years and recommended computer systems to boost productivity and increase exports to western Europe. Another team member, Bronwyn Grantham, an Australian who works at IBM in London, advised Green Forest about sales strategies. Describing her team experience, Grantham said, "I've never worked so closely with a team of IBMers from such a wide range of competencies."

(A) Why do you think IBM's culture changed from formal, stable, and individualistic to informal, impermanent, and team oriented

(B) Would you like to work on one of IBM's multicultural, multinational project teams? Why or why not?

SECTION – B

02×03 = 06 Marks

- Q. 2: Explain the three Ego states that exist as a part of every Individual Personality
 Q. 3: Differentiate between Formal & Informal Leaders
 Q. 4: Explain the four Life Positions formed by combination of Dr. Berne’s Life Convictions TA model

SECTION – C

03×02 = 06 Marks

- Q.5. Design a sample Sociogram with a real time example from your classroom & explain the interpretations which can be drawn from the same.
 Q. 6. Explain the importance of Synergistic Cooperation in context of Team Building.

Mapping of Questions with Course Learning Outcome

COs	Question Number(s)	Total Marks Allocated to the CO
CO1	Q5, Q6	6
CO2	Q2,3,4	6
CO4	Q1 A & B	8