

UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

BML 207: TEAM LEADERSHIP AND GROUP DYNAMICS

DATE: 8TH AUGUST 2016

DURATION: 2 H

MAXIMUM MARKS

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

GREY GROUP: MANAGING A CROSS-BORDER SENIOR TEAM

Knowing that its mantra to produce "famously effective" work can be done best through teamwork, employees at Grey are always working in teams whether it is the huddles over Friday breakfasts or the Monday morning new pitch briefings. Even the company's breakout areas are specially designed to be conducive to idea sharing. "Being a large, diverse and global organization, we have a strong need for team building as it encourages open communication among different groups. This improves working relationships and in turn, the quality of work. The sharing of information ignites creativity, fresh ideas and strengthens problem solving skills," says Rumki Fernandes, regional director of talent and HR at Grey Group Asia Pacific. Grey has a variety of team building activities that are not just confined to the workplace, but extend to outdoor locales through formal and informal clubs.

Emerging from a business need of clearer processes, more data accuracy and greater communication, its global identity management tool is a global application that helps to reduce manual intervention, develops clearer processes, facilitates communication and provides an audit trail to ensure greater data accuracy. This programme will be used as the conduit for the starters and leavers and will reflect any personnel data changes. The programme was implemented on a global scale, led and owned by Grey's head office team in New York. It requires a great amount of collaboration from stakeholders such as senior management from across business groups, HR, IT, finance and facilities. Management and communication is done via video conferencing, face-to-face meetings and conference calls.

"It was a huge team building exercise that involved people from different offices, functions and regions to work collaboratively as a single unit," Fernandes says. "Working on the persona (programme) was challenging as it involved inputs from people belonging to diverse functions, geographies and time zones. It also required

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great deal of collaboration and communication across different regions. We overcame the barriers through constant dialogue, a disciplined approach to timelines and teamwork." Through this programme, the company managed to obtain higher data accuracy, became more cost efficient and reduce time and effort while ensuring that its people worked efficiently in teams.

Required:

- a) According to Fernandes why was it necessary to form work teams? (6 Marks)
- b) What were the barriers to building a strong team from this case (3 Marks)
- c) Identify the benefits of teamwork from the case of Grey Group (10 Marks)
- d) The Grey group used teams to achieve its company objectives. How did Grey overcome the challenges of working through teams? (6 Marks)

QUESTION TWO

- a) Discuss in details the differences between workgroups and teams (8 Marks)
- b) Using appropriate examples explain seven characteristics of effective teams in an organization of your choice in Kenya (7 Marks)

QUESTION THREE

- a) Discuss the Human Relations Movement and its contribution to organizations today (10 Marks)
- b) Explain the concept of impression management (5 Marks)

QUESTION FOUR

- a) Explain the concept of team leadership and highlight five qualities of an effective team leader (6 Marks)
- b) Discuss six characteristics of team performance problems (6 Marks)
- c) Explain three ways through which groups make decisions (3 Marks)

QUESTION FIVE

- a) Explain the factors that influence group behaviour. (7 Marks)
- b) Discuss any four factors that lead to intergroup conflicts. (8 Marks)

QUESTION SIX

Discuss the Bruce Tuckman's theory on team development life cycle clearly highlighting the features of each stage. **(15 Marks)**