

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

BML 207: TEAM LEADERSHIP AND GROUP DYNAMICS

DATE: 27TH JULY 2026

DURATION: 2 HOURS

MAXIMUM MARKS: 70

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:

REMOTE MARKETING TEAM

Sarah Kim was recently appointed as the leader of a digital marketing team in a multinational retail company. The team consists of 18 employees located in Kenya, South Africa, India, the United Kingdom, and the United States. Team members communicate mainly through virtual meetings, instant messaging platforms, emails, and collaborative online tools. Although the employees possess excellent technical and creative skills, they have never worked together before.

The team was formed to design and implement global online marketing campaigns for the organization. Initially, members were enthusiastic because the assignment was considered innovative and highly visible within the company. However, after a few months, several challenges began to emerge. Team members complained of role ambiguity, delayed communication, overlapping duties, and lack of coordination during projects. Some members rarely participated during meetings while others dominated discussions. Deadlines were often missed because employees were involved in several projects simultaneously.

Sarah also noticed increasing interpersonal misunderstandings among team members from different cultural backgrounds. Some employees felt isolated due to the absence of face-to-face interaction. In addition, the team lacked clear procedures for sharing information and resolving disagreements. Senior management has now demanded immediate improvement in the team's performance and collaboration.

Required:

- a) Analyze FIVE characteristics of *effective* teams that appear to be lacking in the case study above.

(10 marks)

- b) Assess whether Sarah should intervene immediately to address the team challenges and indicate the most appropriate form of

intervention she should adopt.

(7 marks)

- c) Recommend leadership actions that Sarah can undertake to improve team cohesion and effectiveness within the organization.

(8 marks)

QUESTION TWO

- a) In modern organizations, teamwork is widely applied in achieving organizational effectiveness. Clarify the meaning of a team and highlight TWO reasons why organizations prefer team-based structures.

(5 marks)

- b) Organizations establish different categories of teams depending on their objectives and operations. Compare FOUR major types of teams commonly used in organizations.

(8 marks)

- c) Effective teams display specific behavioral characteristics that enhance performance. State TWO behavioral dimensions associated with effective teams.

(2 marks)

QUESTION THREE

- a) Managers are expected to create conditions that promote effective teamwork within organizations. Illustrate FIVE areas that contribute towards improved team performance.

(10 marks)

- b) Team effectiveness may be undermined by several organizational and interpersonal challenges. Analyze FIVE threats to effective team performance.

**(5
marks)**

QUESTION FOUR

- a) Groups normally evolve through various phases before attaining high performance. Appraise the stages of group development in organizations.

**(10
marks)**

- b) Work groups and work teams contribute differently to organizational performance. Differentiate between work groups and work teams. **(5 marks)**

QUESTION FIVE

- a) Decision making is an essential management activity in organizations. Critique the various approaches that may be utilized in organizational decision making.

(12 marks)

- b) Organizations consist of both officially established and naturally emerging groups. Differentiate between formal groups and informal groups. **(3 marks)**

QUESTION SIX

- a) Individuals often use different techniques to influence the impressions formed about them by others. Discuss FIVE self-presentation techniques applied within organizations.

(5 marks)

- b)** The Human Relations Movement introduced significant changes in management thinking. Relate the Human Relations Movement to the Hawthorne Studies.

(5 marks)

- c) Intergroup conflict is a common challenge in organizations. Discuss FIVE factors that may lead to intergroup conflict.

(5 marks)