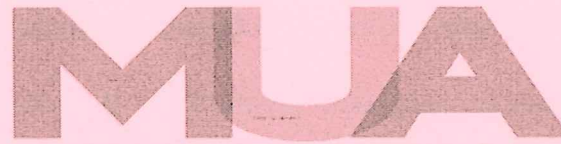


The
Management
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DIPLOMA UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DIPLOMA IN MANAGEMENT AND LEADERSHIP

DML 103: TEAM LEADERSHIP AND GROUP DYNAMICS

DATE: 5TH DECEMBER 2024

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 **FOUR** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 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:

Effective teams are successful teams. They share common features such as a clear sense of mission, a high level of trust and a result orientation among other characteristics. Due to the difficulties involved in building and coordinating an effective team, a team leader focuses on cultivating team building and conflict management skills even though this is a very daunting undertaking. The good news is that when carefully evaluated and applied, managing teams can be just as effective, rewarding and important for a team's success as any other technical duties. Developing an effective team out of a group of co-workers is always a challenge.

This is because teams are often comprised of members from different functional groups, different geographical regions, and different ethnicities which means a diverse group with different value systems. Therefore, many companies committed to team building, spend time and company resources aiming to build cohesive teams before they assign them duties or projects. Furthermore, companies form teams depending on a number of factors. Where a company is seeking to solve a departmental problem, the company may form a functional team, in case the team members are geographically dispersed, a virtual team will be the most preferred.

As part of their effort to get maximum value and motivation from their employees, more and more organizations enlist creative event planners to organize truly memorable experiences. Such activities challenge the workers mentally and physically, forcing them to work together as teams, and this help in increasing productivity, and in building long lasting camaraderie.

Required:

- a) From the case study, define the term "effective team" (2 marks)
- b) Referring to the case study, one challenge that teams face is groupthink. list five ways of preventing group think in teams (5 marks)
- c) "A company may decide on which type of team to use depending on the expected outcome". Discuss this statement using any four types of teams (8 marks)
- d) From the case study, team motivation is an important activity because it yields benefits to both the employees and the organization. Identify six reasons why organizations motivate (6 marks)
- e) Briefly explain six major causes of conflict in a team (6 marks)

- f) List three instances when an organization may prefer a virtual team over other types of teams. (3 marks)

QUESTION TWO

- a) Explain five importance's of perception to managers (5 marks)
b) Mention five benefits/importance's of teamwork in an organization (5 marks)

QUESTION THREE

- a.) Using a table, Compare and contrast work groups and teams (4 marks)
b.) Analyze the threats to effective team performance (6 marks)

QUESTION FOUR

- a.) Clearly explain five features for recognition awards in motivation (5 marks)
b.) Identify five contemporary issues/ challenges that affect teams' existence/performance (5 marks)

QUESTION FIVE

- a.) Process motivation theories focuses on understanding how people choose behavior to fulfil their needs. Describe the three categories of process motivation theories (6 marks)
b.) Distinguish between formal and informal groups (4 marks)

QUESTION SIX.

- a) Mention four challenges of managing a large team in any work assignment (4 marks)
b) Conflict in leadership is inevitable but good. This is because conflict can either be functional or dysfunctional.
i. Distinguish between dysfunctional and functional conflicts (2 marks)
ii. Discuss any four conflict management styles citing instances when each style is appropriate (4 marks)

