

The
Management
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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 DYNAMIC

DATE: 11th December 2020

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:

THE TEAM THAT COORDINATED THE RETAIL

Helen was the leader of a coordination team for a big oil company's retail department. Jeffrey, the youngest and least experienced member of her team, had been in the company for less than a year. Later Helen discovered that, unbeknown to her, he was carrying out a big project for which he had been hired. Not only this, but he was also working with several retail centers in a nearby town and was using team resources for that. When Helen let Jeffrey know how indignant she felt about his behaviour, their communication was broken.

A meeting with the department head Petra was organized, in which the feelings on both sides were examined. Each side was given an opportunity to express its opinion. Helen was angry, as she felt that Jeffrey had betrayed her trust by not giving her enough information. She felt deceived. Jeffrey said he felt disappointed that Helen had not allowed him to carry out this project when he first shared about it. He felt annoyed with the fact that he must obey Helen's instructions.

Then Petra encouraged them to examine that facts over which they had a quarrel. Jeffrey insisted that he had once mentioned this project to Helen, whereas the latter asserted that he had never brought it up, despite the fact that they had meetings every week.

Required

- a) Examine the problems that arose in this case **(6 marks)**
- b) Describe the conflict resolution style (styles) being applied here in this case **(8 marks)**
- c) Explain ways of solving this conflict **(5 marks)**
- d) Highlight six factors that contribute to group conflict **(6 marks)**

QUESTION TWO

- a) Explain the term "team" and critically examine the roles of team members **(11 marks)**
- b) Identify four factors that contributes to threats to effective team performance **(4 marks)**

QUESTION THREE

- a) Discuss three ways functional conflict stimulate team and organizational performance. **(3 marks)**
- b) Teams, team leaders, supervisors and managers often experience conflict because of confusion regarding decision- making. Discuss the various approaches that can be used in decision making **(12 marks)**

QUESTION FOUR

- a) Evaluate five limitations of informal groups **(10 marks)**
- b) Examine five factors you consider when building effective teams **(5 marks)**

QUESTION FIVE

- a) Discuss five self-presentation techniques used in impression management **(10 marks)**
- b) Define attribution theory and highlight four factors related to attribution theory that influence motivation in education **(5 marks)**

QUESTION SIX

- a) Evaluate the contribution to human relation movements **(5 marks)**
- b) Discuss five reasons why you think perception is important to managers. **(10 marks)**