

The
Management
University
of Africa



Sponsored by the Kenya Institute of Management

DIPLOMA UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DIPLOMA IN MANAGEMENT AND LEADERSHIP

DML 103: TEAM LEADERSHIP AND GROUP DYNAMICS

DATE: 4TH AUGUST 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 **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:

IMPROVING TEAM PERFORMANCE AT ALPHA TECHNOLOGIES

Alpha Technologies is a rapidly growing company specializing in digital solutions. Recently, management noticed a decline in team productivity and employee morale. Members of the software development team frequently disagreed on project priorities, resulting in missed deadlines and customer complaints. Some employees felt their contributions were not recognized, while others complained that communication within the team was poor.

The team leader often made decisions without consulting team members, causing frustration among employees. In addition, new employees found it difficult to integrate into the existing team culture. Senior management has now hired a consultant to help improve team effectiveness, strengthen group cohesion, motivate employees, and develop better leadership practices.

Required:

- a)** Identify and explain five factors from team leadership and group dynamics that have contributed to the challenges experienced by Alpha Technologies.

(10

Marks)

- b)** Discuss five strategies the consultant can recommend to improve team cohesiveness and team performance within the organization.

(10 Marks)

- c)** Explain how the application of motivation theories and effective conflict management practices can help restore productivity and employee satisfaction in the company.

(10 Marks)

QUESTION TWO

- a) Explain five advantages and five disadvantages of team-centered decision-making in organizations. **(7**

Marks)

- b) Describe the three types of interdependence that affect team performance and illustrate how each influences organizational effectiveness. **(3 Marks)**

QUESTION THREE

- a) Discuss five characteristics of high-performing teams and explain their contribution to organizational success.

(7 Marks)

- b) Examine the role of a team leader and top management in promoting team creativity and effectiveness. **(3**

Marks)

QUESTION FOUR

- a) Differentiate between functional conflict and dysfunctional conflict and explain how each affects team performance.

(4 Marks)

- b) Describe the stages of team development and explain the leadership actions required at each stage.

(6 Marks)

QUESTION FIVE

- a) Compare and contrast groups and teams using four key dimensions.

(4

Marks)

- b) Explain the factors that influence group behavior and discuss how these factors affect decision-making in organizations.

(6 Marks)

QUESTION SIX

- a) Evaluate the major motivation theories (Content, Process, and Reinforcement theories) and their relevance in managing teams.

(5Marks)

- b) Discuss the contemporary issues of impression management, attribution theory, and perception and explain their influence on leadership and group dynamics in organizations.

(5 Marks)