

The  
Management  
University  
of Africa



Sponsored by the Kenya Institute of Management

**UNDERGRADUATE UNIVERSITY EXAMINATIONS**

**SCHOOL OF MANAGEMENT AND LEADERSHIP**

**DIPLOMA**

**DML 103 : TEAM LEADERSHIP AND GROUP DYNAMICS**

**DATE: APRIL 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:**

### **TEAM LEADERSHIP IN AN ORGANIZATIONAL TRANSFORMATION PROJECT**

A manufacturing company introduced a new digital inventory system to improve efficiency. To implement the change, management formed several teams comprising IT specialists, production supervisors, finance officers, and shop-floor employees.

Initially, team members struggled to work together due to differences in skills, attitudes, and expectations. Conflicts arose between older employees who resisted change and younger staff who embraced new technology. Communication breakdowns delayed implementation, and team morale declined.

The team leader organized training sessions, clarified roles, and encouraged open communication. As the project progressed, team members began collaborating more effectively, resolving conflicts constructively, and participating in group decision-making. Eventually, the system was successfully implemented, improving productivity and teamwork across departments.

#### **Required**

- a) Explain four characteristics of an effective team demonstrated in the case study. **(8 marks)**
- b) Discuss four roles of team players that contributed to the success of the project. **(8 marks)**
- c) Identify and explain two team development stages evident in the case study. **(6 marks)**
- d) Explain two types of conflict experienced by the team and how they were managed. **(4 marks)**
- e) State two team leadership skills applied by the team leader to improve performance. **(4 marks)**

## QUESTION TWO

- a) Define the terms team and group. **(4 marks)**
- b) Explain three benefits of working in teams within organizations. **(6 marks)**

## QUESTION THREE

- a) Discuss five reasons why work teams fail. **(5 marks)**
- b) Explain five qualities of effective team-centered managers. **(5 marks)**

## QUESTION FOUR

- a) Describe five stages of team development. **(5 marks)**
- b) Explain five important team management skills. **(5 marks)**

## QUESTION FIVE

- a) Explain five factors influencing group behavior. **(5 marks)**
- b) Distinguish between work groups and teams. **(5 marks)**

## QUESTION SIX

- a) Define the term motivation. **(2 marks)**
- b) Explain four motivation theories applicable to team leadership. **(8 marks)**

