



UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP.

BML 207 : TEAM LEADERSHIP AND GROUP DYNAMICS

DATE: APRIL 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:

KINYUWA AIRWAYS (KA)

Kinyuwa Airways has recently been experiencing high labor turnover. The Board of Management has requested the human capital Director to form a team to investigate the reasons for the high turnover rate at airline. The human resource Director has decided to form different teams which in his opinion, might be able to unravel the reasons behind the high turnover rate. These teams are supposed to report back to him after one month with a full report.

After the investigation the team leaders presented their findings in a report format, with the following as key highlights of their findings:

- a) KA Management has abandoned the rewards system they used in motivating high performing employees.
- b) Remunerations are not pegged on professionalization and therefore it's not attracting professionals.
- c) KA Management does not involve teams in decision making processes
- d) There is increased conflict caused by unrealistic targets that has led to role conflict and role stress at the organization.
- e) There is a serious breakdown of communication channels among many other issues that revolve around the KA Airline management.

Having presented the report to the Board of Management and further discussion, the Board of Management Directed the Human Capital Director to identify a consultant to help the management address the identified problems. The Human Capital Director has approached you as an employee and a student from the Management University of Africa to give them the way forward. You have suggested that there is need for the changing of the current leadership style, organization culture, analyze the cause of conflicts, come up with different strategies of solving conflicts and motivate the employees

Required

- i) Explain the stages in team development process **(10 Marks)**
- ii) Discuss at least five different ways of reducing role conflict and role stress at KA **(10 Marks)**
- iii) Discuss at least two different strategies that KA can use to motivate the employees **(5Marks)**

QUESTION TWO

- a) Identify and discuss causes of dysfunctional conflicts in Teams. **(10Marks)**
- b) List five characteristics of an effective work group. **(5 marks)**

QUESTION THREE

- a) Managers do understand that intergroup conflict in organization is inevitable and therefore they must learn to confront the problem of managing them. Discuss at least five different ways of managing intergroup conflicts in organizations. **(10 marks)**
- b) Highlight and discuss five qualities of an effective team centered manager. **(5 Marks)**

QUESTION FOUR

- a) Identify and explain five ways of improving team cohesion. **(10 Marks)**
- b) For any team to be effective it requires a team leader. Evaluate the functions required for a team leader. **(5 Marks)**

QUESTION FIVE

- a) There are good meetings and bad meetings. Explain five elements of a good meeting. **(10 Marks)**
- b) Identify at least five deadly sins of meetings. **(5 Marks)**

QUESTION SIX

Impression Management is the goal directed activity of controlling and regulating information in order to influence the impressions formed by an audience. Discuss any three tactics of impression management strategies that influence the impression.

(15Marks)