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**Presidency University**

**Bengaluru**

**School of Management**

**End-Term Examination - August 2024**

**Date**: 05 Aug 2024

**Time**: 9:30am – 12:30pm

**Max Marks**: 100

**Weightage**: 50%

**Semester**: I

**Course Code**: MBA3038

**Course Name**: Team Dynamics

**Department:** SOM

**Instructions:**

1. *Read the all questions carefully and answer accordingly.*
2. *Do not write any information on the question paper other than roll number.*
3. *Question paper consists of 3 parts.*

**PART A**

**Answer any 10 Questions. Each question carries 3 marks. (10Qx 3M= 30)**

1. “For managers, it’s critical to ensure effective decisions are made for their organizations’ success”. Describe the various methods in Team Decision making (CO:1 Knowledge)
2. People work less hard when they are working with other people (CO1 Knowledge)
3. List the few observable behaviors during the ‘Stroming Stage’ in teams. (CO2 Knowledge)

1. As a team progresses from start to finish there is a change in the inertia experienced by the team. Outline the model that focuses on the change (CO2 Knowledge)
2. Describe the various stages of Team development. (CO2 Knowledge)

1. Teams become cohesive during the ‘Norming Stage’. List the requirements of team during this stage with relevant example. (CO3 Knowledge)
2. Discuss the actions to be taken by a team leader when he notices a team member deviating from task. (CO3 Knowledge)
3. Describe the situational approach to leadership with relevant examples (CO3 Knowledge)
4. List the intrinsic motivational factors of team members. (CO3 Knowledge)
5. Explain the characteristics of ‘Action oriented roles’ according to Belbin (CO4 Knowledge)
6. Cultural values deeply impact the team members in organizations. Discuss this with relevant examples (CO4 Knowledge)
7. List the methods in Team Assessment. (CO4 Knowledge)

**PART B**

**Answer any 4 Questions. Each question carries 10 marks. (4Qx 10M= 40)**

1. It's important to understand the differences between the teams and groups to encourage healthy working dynamics. Interpret work group and team. Write types of teams. Explain role of team member. (CO1 Application)
2. Team norms are the ground rules that define appropriate and inappropriate behaviors in a team. They establish expectations about the behaviour of team members. These rules may be explicit or implicit. Illustrate their functions. (CO:2 Application)

1. As a team leader, you need to get the team started quickly on the project. Management has given you an overall goal for the project, but you have had limited time to plan how to manage it. Because of the limited time for completing the project, you are concerned about getting the team off to a good start. Illustrate the two most important issues to focus on at the beginning of the team project.

(CO3 Application)

1. Organizational cultures affect the ways that individuality, status, and risk taking are accepted and used. These organizational cultural differences affect how teams operate within organizations. The shared values, beliefs, and norms of a team, organization, or nation are known as its culture. A team’s culture affects how team members communicate and coordinate work. In the view of the above paragraph, illustrate the the role of culture in team development (CO3 Application)

1. In order to realise the extent and effect of organizational politics, one must first analyse the structure of an organization. However, perhaps organizational politics could be viewed from a positive perspective. Interpret this statement with agreement or disagreement. (CO4 Application)
2. Analyze the common reasons for team failures and discuss how each factor contributes to the breakdown of team dynamics and performance. (CO4 Application)

**PART C**

**Answer the following Questions. (2Qx 15M= 30)**

21. Company XYZ has two project teams led by different managers, each with a distinct leadership style. Team A is led by Sarah, who adopts a transformational leadership style, while Team B is led by John, who uses an authoritarian leadership style.

**Team A (Transformational Leadership):**

* 1. **Sarah's Approach:** Sarah inspires her team by setting a compelling vision and encouraging innovation. She actively involves team members in decision-making, provides regular feedback, and recognizes individual contributions.
  2. **Team Dynamics:** Team A is highly motivated, with members feeling empowered and valued. The team frequently collaborates, and there is a strong sense of trust and camaraderie.

**Team B (Authoritarian Leadership):**

* 1. **John's Approach:** John maintains strict control over the team and makes all decisions unilaterally. He emphasizes meeting deadlines and adhering to rules, with little input from team members.
  2. **Team Dynamics:** Team B meets its targets efficiently, but team members often feel disengaged and stressed. Communication is mostly top-down, and there is little collaboration or innovation.

(CO3 Analysis)

22. Kalia works in a large business, managing a diverse team of eight individuals. Two of her employees are in their early 20s, two in their 30s, three in their late 40s, and one in her late 50s. Four members of her team are Caucasian and the other four are Hispanic, African American, Asian, and African. Her younger employees are fairly new, having been there for less than two years. Most of her team members have worked with the organization for 5 to 10 years, and her most senior staff has been there for 25 years, 10 years longer than Kalia has been in her leadership position.

Generally, team members are cordial to one another on the surface, but Kalia knows that there are tensions among some of the staff that have an impact on the success and productiveness of the team. She is aware that one of the younger employees, Robert, is frequently frustrated that his Hispanic co-worker, Ana, defers authority and decision making to others in the team. In conversations with him, she discovers that the younger employee feels Ana should express her opinions more often. Robert’s frustration results from his beliefs that everyone on the team should be able to contribute in a shared, democratic process. He feels that when Ana defers her decision making to others, she is not being accountable as a team member.

Margaret, a senior member of the team has picked up on Robert’s comments and feels that he is disrespectful of Ana’s working style. She has mentioned to him that it could be a “cultural thing” and that he should learn to adapt his behaviour and working style to better meet her needs. In response, Robert mutters, “Whatever. You don’t know anything about us.” Responses like this have led Margaret to believe that he is disrespectful of her knowledge and tenure in the organization.

Frankly, Kalia is tired of managing people’s personalities. She feels that people should just learn to adapt to each other’s working styles. Even though she believes this, she also believes that a good leader has to unite the team, no matter their differences and working styles. This year, she has made it a goal of hers, and of the team, to resolve these intercultural issues. But given her previous attempts, she does not have high hopes for a successful outcome. The last time she tried to resolve intercultural team issues, she felt like a complete failure. She is concerned about the employees’ responses to this next attempt. In fact, every time she thinks about that meeting, she flinches. She just did not have the skill sets to facilitate the conversation in their last meeting. She wonders if this next try will progress her team in any way or whether it will just be another failure.

Questions  
1.  Analyse the type of culture prevailing in the company with reference to Goffee and Jones cultural artefacts.  
2.  Examine the appropriate culture suitable for the team to achieve its goals

(CO4 Analysis)