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# PRESIDENCY UNIVERSITY

BENGALURU

## End - Term Examinations - December 2025

Date: 26 - 12- 2025

Time: 09:30am - 12:30pm

<b>School:</b> SOM-PG	<b>Program:</b> MBA		
<b>Course Code:</b> MBA3134	<b>Course Name:</b> Team Dynamics		
<b>Semester:</b> III	<b>Max Marks:</b> 100	<b>Weightage:</b> 50%	

CO - Levels	CO1	CO2	CO3	CO4	CO5
<b>Marks</b>	<b>37</b>	<b>29</b>	<b>34</b>		

### Instructions:

- (i) Read all questions carefully and answer accordingly.
- (ii) Do not write anything on the question paper other than roll number.

### Part A

Answer ALL the Questions. Each question carries 3marks.

10Q x 3M=30M

1.	A team is more than just a group of people working together. Differentiate between teams and groups.	3 Marks	L2	CO1
2.	As per Peter Drucker - "A team is a small number of people with complementary skills committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable." Explain the key words: 'complementary skills and committed to a common purpose' with examples.	3 Marks	L2	CO1
3.	Explain the capability of Managers to handle the issues of Group-Think in teams.	3 Marks	L2	CO1
4.	Describe the role and importance of Collaboration in team performance.	3 Marks	L2	CO1
5.	Interpret three core categories of Team Process Model by Marks .	3 Marks	L3	CO2
6.	Interpret the Temporal (time based) Dynamics in Multiteam Systems'.	3 Marks	L3	CO2
7.	Virtual teams consist of members who work remotely, across locations, time zones, or digital platforms. Illustrate the challenges of virtual team leadership.	3 Marks	L3	CO2
8.	Team effectiveness or performance is a team's capacity to achieve its goals and objectives while also considering the well-being and	3 Marks	L3	CO3

	satisfaction of its members. Illustrate the key-components of team effectiveness/performance.			
9.	Interpret the role of Organizational Culture in team development.	3 Marks	L3	CO3
10.	Interpret the benefits of cultural diversity in Teams.	3 Marks	L3	CO3

## Part B

### Answer the Questions.

**Total Marks 40M**

11.	a.	Teams are always beneficial for organisations, individual and stakeholders but managers have to face multiple issues to manage. Explain problems and Issues mostly faced by team leaders.	10 Marks	L2	CO1
Or					
12.	a.	In a sample of work teams in more than 100 companies, Devine and colleagues (1999) found that most (62%) of the teams used consensus decision making. Explain approaches to 'Group Decision Making' and reasons for the preference of 'consensus decision making'.	10 Marks	L2	CO1
13.	a.	Research has shown that teams go through different stages during its development. Apply the Tuckman's Team formation model in detail for team development and performance.	10 Marks	L3	CO2
Or					
14.	a.	Determine the concept and methods for the creation of 'Shared values, identity, trust and collaboration among teams' members.	10 Marks	L3	CO2
15.	a.	Leading a team today is more complex than ever. Leaders must balance people, processes, emotions, technology, and performance. Demonstrate the 'People-Related, Task-Related and Context-Related Challenges' of team leadership.	10 Marks	L3	CO2
Or					
16.	a.	'Knowledge Sharing Culture' is a corporate culture which encourages and enables the free exchange of knowledge, insight and experience in order to benefit individuals and drive a business toward key strategic goals. Illustrate strategies to create Knowledge Sharing Culture in teams.	10 Marks	L3	CO2
17.	a.	Teams are formed to achieve common goals through collaboration and shared effort. However, not all teams succeed. Illustrate prominent reasons for team failure.	10 Marks	L3	CO3
Or					
18.	a.	Counterproductive Work Behaviors (CWBs) reduce efficiency, damage relationships, and affect the workplace climate. Illustrate different Counterproductive Work Behaviours (CWBs). Support your answer with examples.	10 Marks	L3	CO3

## Part C

Answer all the Questions. Each question carries 15marks

2Q x 15M=30M

<b>19.</b>	<b>a.</b>	<p>Helios Electronics, a fast-growing consumer tech company, recently restructured its regional sales department. As part of this restructuring, the company created the Orion Sales Team, responsible for launching and promoting Helios’s new smart home product line across North India.</p> <p>The team consists of eight members from different previous teams and branch offices. The goal is to operate as a high-performing, unified sales unit.</p> <p><b>Team Leader:</b></p> <p>Vikram Rao, an experienced but newly promoted Regional Sales Manager. Vikram is known for his discipline, but he has limited experience in building cohesion across geographically diverse teams.</p> <p><b>Team Members</b></p> <ul style="list-style-type: none"> <li>• Meera: Top performer; highly competitive; prefers to work independently.</li> <li>• Aman: Friendly and cooperative; values team harmony over targets.</li> <li>• Sofia: Analytical thinker; recently transferred from finance; new to sales.</li> <li>• Harsh: Veteran salesperson; struggles with adapting to new processes.</li> <li>• Guneet: Highly social; acts as the informal team connector.</li> <li>• Deepak: Introverted but highly reliable in documentation and reporting.</li> <li>• Riya: Creative marketer; joined as support for sales presentations and training.</li> </ul> <p>The Situation</p> <p><b>1. Low Task Cohesion</b></p> <p>The team struggles to agree on:</p> <ul style="list-style-type: none"> <li>• Sales strategies</li> <li>• Territory distribution</li> <li>• Target-sharing</li> </ul> <p>Each member prefers their own approach. Meera refuses to share her customer lists, believing others may “take away opportunities.”</p> <p>Vikram notices that the team is working as individuals, not as a unit.</p> <p><b>2. Weak Social Cohesion</b></p> <p>Because the team comes from different offices, personal relationships are weak.</p>	<b>15 Marks</b>	<b>L2</b>	<b>CO1</b>
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	<p>Members interact only during formal meetings. Harsh and Sofia often feel left out as conversations happen in cliques (Meera–Riya, Aman–Guneet). Deepak prefers working quietly and doesn't engage in informal chats, which others interpret as disinterest</p> <p><b>3. Trust Issues</b></p> <p>Initial performance reviews revealed:</p> <ul style="list-style-type: none"> <li>• Disagreements about sharing leads</li> <li>• Finger-pointing when targets are missed</li> <li>• Members blaming each other instead of addressing system issues</li> </ul> <p>Vikram senses the team avoids open discussions due to fear of conflict.</p> <p><b>4. Lack of a Shared Identity</b></p> <p>Team members still identify more with their previous office teams rather than the new Orion Team. This leads to:</p> <ul style="list-style-type: none"> <li>• Minimal cooperation</li> <li>• Low morale</li> <li>• Reduced willingness to help others</li> <li>• Poor celebration of collective achievements</li> </ul> <p>Despite being assigned a collective sales target, members focus only on their individual numbers.</p> <p><b>During a quarterly review meeting, Helios's Senior VP states:</b></p> <p>"The Orion Team has the lowest team synergy scores and inconsistent sales performance. Fix the teamwork issues immediately or the team will be dissolved."</p> <p>Immediately after the meeting, a heated argument erupts. Meera accuses others of "slowing the team down," while Aman claims the environment is "toxic and competitive instead of supportive."</p> <p>Vikram realizes he must urgently build team cohesion—both task and social—before performance deteriorates further.</p> <p><b>Questions</b></p> <ol style="list-style-type: none"> <li>1. Explain the factors causing low task cohesion and low social cohesion in the Orion Sales Team and its impact on team performance and job satisfaction. (8 marks)</li> <li>2. Discuss the steps should be taken by Vikram to strengthen Task cohesion and social cohesion. (7 marks)</li> </ol>			
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20.	a.	<p>The Orion Marketing Team at GlobalVista Ltd. includes members from India, Japan, Brazil, and Germany. Each brings unique cultural perspectives and working styles. While planning a new international advertising campaign, the team initially struggled with different ideas about color choices, messaging, and consumer behavior. However, once they began discussing their cultural insights openly, the team discovered major advantages:</p> <ul style="list-style-type: none"> <li>• Akira from Japan highlighted the importance of subtle, trust-building messages.</li> <li>• Maria from Brazil suggested more emotional, vibrant storytelling.</li> <li>• Jonas from Germany emphasized clarity and direct communication.</li> <li>• Aditi from India proposed tailoring visuals to local festivals and values.</li> </ul> <p>By combining these diverse viewpoints, the team created a campaign that was not only creative but also highly adaptable to different global markets. The campaign ultimately performed far better than the company's previous "one-size-fits-all" strategies.</p> <p><b>Questions</b></p> <ol style="list-style-type: none"> <li>1. Illustrate two benefits of cultural diversity shown in the case. (05 Marks)</li> <li>2. Interpret how diverse perspectives improve the team's final campaign? (05 Marks)</li> <li>3. Illustrate the benefit of cultural diversity for global organizations. (05 Marks)</li> </ol>	15 Marks	L3	CO3
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