

**BOTSWANA COLLEGE OF DISTANCE
AND OPEN LEARNING
THE VIRTUAL UNIVERSITY FOR SMALL STATES OF THE
COMMONWEALTH
(VUSSC)**

**Bachelor of Business & Entrepreneurship/Bachelor of Business
Administration- Leadership and Change Management**

Team Management

TM221/TM231

SESSIONAL EXAMINATION

Marks: 100

3 HOURS

Instructions

1. This examination consists of **Four** sections: A, B, C and D
2. Begin each answer to a new question on a new page.
3. Answer questions according to instructions given in each section
4. Write answers in the answer booklet provided
5. Write in grammatical English

SECTION A –Multiple Choice Questions

[10 marks]

Answer ALL questions. Each question carries ONE (1) mark.

Choose the best alternative answer

1. _____ is a team that is typically brought in from outside an organisation in order to perform the project work.
 - A. Project group
 - B. Expert group
 - C. Consultants
 - D. A contract team

2. Those who disagree with the majority in a team usually express their disagreement as a _____.
 - A. Motion
 - B. Complaint
 - C. Dissenting Opinion
 - D. Team

3. Team formation stages in the correct order are _____.
 - A. Storming, norming, forming, performing and adjourning
 - B. Norming, forming, storming, performing and adjourning
 - C. Forming, performing, storming, norming and adjourning
 - D. Forming, storming, norming, performing and adjourning

4. Teams are viewed as systems which take in resources such as _____.
 - A. Finances
 - B. Objectives
 - C. People
 - D. All of the above

5. Ways to facilitate the building up of trust include _____ and _____.
- A. Interaction and communication
 - B. Accountability and responsibility
 - C. Autonomy and Interaction
 - D. Responsibility and autonomy
6. A virtual team can build an identity through _____.
- A. Practice
 - B. Team blog
 - C. Community
 - D. Meetings
7. _____ is a realistic ground rule for a team.
- A. Cohesiveness
 - B. Communication
 - C. Eliminate stereotyping
 - D. Decision-making
8. The _____ solves difficult problems.
- A. Completer finisher
 - B. Plant
 - C. Implementer
 - D. Coordinator

9. Teams are often put together on the basis of the _____ of _____ individuals.
- A. Availability and skills
 - B. Task and skills
 - C. Task and education
 - D. Task and will
10. Matrix structures are often found in _____.
- A. Research and development
 - B. Product design
 - C. Project teams
 - D. Decision-making

SECTION B – TRUE/FALSE QUESTIONS

[10 MARKS]

Answer ALL questions. Each question carries ONE (1) mark.

State whether each of the following statements is TRUE or FALSE.

1. In a functional team, work is carried out by people working together performing the same or similar functions.
2. Some teams are at a risk of becoming dysfunctional as a result of groupthink.
3. In the context of teams, a team's life cycle describes the way in which teams form and develop.
4. It is sometimes necessary to ignore the feelings of others in order to reach a team decision.
5. In teamwork, it is important and necessary to allow time for discussion and agreement on operating procedures.
6. A primary concern of all team members should be to establish an atmosphere where all feel free to express their opinions.
7. Successful teamwork relies upon synergism existing between all team members creating an environment where they are all willing to contribute and participate in order to promote and nurture a positive, effective team environment.
8. Baton passing may occur in functional teams.
9. Adair's model of teamwork (1983) highlights the interdependency between the task, the team and the individual in achieving team effectiveness.
10. Communities of practice are groups of people who don't share a concern or a passion for something they do and learn how to do it better as they interact regularly.

SECTION C – SHORT ANSWER QUESTIONS

[40 marks]

There are four questions in this section. Answer all.

1. Explain any four symptoms of group thinking. **(8 Marks)**
2. Define the following terms:
 - a. Team Norms **(2 marks)**
 - b. Team building **(2 marks)**
 - c. Team management **(2 marks)**
3. Briefly discuss factors that characterises a high-performance team. **(8 marks)**
4. State and explain any four symptoms of team conflict. **(8 marks)**

SECTION D ESSAY-TYPE QUESTIONS

[50 marks]

There are three questions in this section. Question 1 is compulsory. Answer any question from question 2 and 3.

QUESTION 1

(25 MARKS)

TEAM BUILDING CASE STUDY

A big teaching hospital in the city was approached by an international organisation to organise a five - day training programme for National Health Programme Managers from ten countries. The international organisation had prepared the module for the course and identified facilitators to conduct the training. It requested the hospital director to host and organise the programme and to conduct the training programme. The hospital director called for a meeting of his administrative staff. He explained the project to them and stressed that it was a very prestigious event that they had been asked to host and that no effort should be spared to make the programme very successful. It would bring great honour to the institute if everything went smoothly. He outlined all areas that would need to be looked into, namely receiving the participants at the airport, arrangement for transport, accommodation, food, laundry facilities, recreation, space for conducting the training, classroom materials, access to computers, arrangement for disbursement of money and maintaining accounts.

He appointed the head clerk in charge of establishment to coordinate the various activities. She was not willing as she said that she already had a lot of work and responsibilities. The director assured her that he would arrange for extra help for her daily routine work, so that she would be free to attend to this challenging task. He said that he depended a lot on her organisational capabilities. He then asked for volunteers to take charge of each of the areas mentioned above. They could choose the people they would need to do the various tasks, give them their job responsibilities and supervise their work. He said they should report to the head clerk about the progress at each stage and for any help required. There was a bit of grumbling from some of the staff, but when

they were asked to voice their problems, these were sorted out in an amicable way and all the staff got very motivated and enthusiastic. They even offered to take on more responsibilities if need be and help each other out. Detailed plans for each day were developed. All the necessary materials were procured. Accounts were meticulously kept. The five days of the training went off without a hitch. All arrangements had been efficiently taken care of. The international organization was extremely pleased with the way the hospital had organized the whole programme and publicly thanked the hospital and its staff for their superb cooperation. After the training programme was over, the certificates distributed and all the participants had departed, the director invited all concerned staff, right from the head clerk to the cleaning staff for tea. He expressed his gratitude and admiration to each staff member who had contributed and informed them that he was very proud to have such a dedicated and efficient staff.

- a. From the case above identify and explain factors that led the team to be successful in the delivery of the task at hand? **(15 marks)**
- b. Identify factors that could have led the team to failure and how they were addressed and eliminated. **(10 marks)**

QUESTION 2

(25 marks)

Teams often go through recognisable stages as they change from being collections of strangers to becoming united groups with common goals. Outline and discuss the stages of team formation according to Tuckman's model, also state activities you as a leader of the team will adopt at each stage in order to help your team reach the performing stage as quickly as possible.

QUESTION 3

(25 marks)

Having the right team composition can make or break a project. Therefore, great care should be taken when selecting team members. State and evaluate four elements you will consider when tasked to select the right team for a project in the workplace.