

BOTSWANA COLLEGE OF DISTANCE

AND OPEN LEARNING

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

Team Management

TM221/TM231

Sessional Examination

Marks: 100

Instructions to candidates:

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. In conflict management _____ satisfies the needs of the other person at the expense of one's own needs with the aim of maintaining friendly relations.
 - A. Forcing
 - B. Accommodating
 - C. Compromising
 - D. Avoiding

2. _____ groups have regular and frequent interactions with each other in working towards some common interests or tasks.
 - A. Secondary
 - B. Both primary and secondary
 - C. Primary
 - D. None of the above

3. The following are the factors that affect the type of a team to be formed except _____.
 - A. Degree of permanence
 - B. Skill / competence required
 - C. Autonomy and influence
 - D. None of the above



4. In a team the _____ observes and assesses what is going on and seeks all options.
- A. Specialist
 - B. Monitor evaluator
 - C. Resource investigator
 - D. Plant
5. If the problem and solution are unknown, you need to form a _____ team.
- A. Creative
 - B. Problem solving
 - C. Tactical
 - D. Problem finding
6. In a _____ structure individual staff report to different managers for different aspects of their work.
- A. Functional
 - B. Operational
 - C. Matrix
 - D. Contract
7. _____ involves bringing people together to seek and agree to a solution.
- A. Manipulation
 - B. Facilitation
 - C. Imposition
 - D. Negotiation



8. _____ is responsible for ensuring that the team is keeping to the schedule that the team members have set themselves and ensuring that they will meet the external deadlines that have been given to them.
- A. Team leader
 - B. Document controller
 - C. Progress chaser
 - D. Record keeper
9. In team development, the following are examples of throughputs except _____.
- A. Group configuration
 - B. Communication
 - C. Team processes
 - D. Cohesiveness
10. When evaluating team performance, you need to look at the following areas except _____.
- A. Team synergy
 - B. Team manipulation
 - C. Use of resources
 - D. Innovation

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. A tactical team is formed when both the problem and the solution are known.
2. The role of the implementer in teams is to clarify goals and promote decision-making.
3. In a self-managed team, the role of team leader is vested in one individual.
4. An autocratic leader dictates to members what is supposed to be done.
5. Outliers are also called free riders.
6. Swift trust refers to the way that virtual teams can work together fairly quickly once they are able to develop trust between team members.
7. Evaluation of a team can be either looking at the internal processes or the external outcomes.
8. All groups are teams but not all teams are groups.
9. During the storming stage, group members develop close relationships.
10. Negotiation is one of the ways of managing conflict.

SECTION C SHORT ANSWERS QUESTIONS

[30 marks]

Answer all questions in this Section.

1. Differentiate a group from team. **(10 marks)**

2. Belbin's research (1981) (developed and slightly amended over the years) identifies nine clusters of behaviours, or roles. He suggests that individuals will be more effective if they are allowed to play the roles they are most skilled in or most inclined to play, although they can adopt roles other than their preferred ones, if necessary. Discuss at least five of these roles. **(10 marks)**

3. Discuss the advantages and disadvantages of a functional team. **(5 marks)**

4. Describe the manager's role during the norming and performing stages of team formation. **(8 marks)**

SECTION D ESSAY TYPE QUESTIONS

[50 marks]

There are two questions in this section. Answer any ONE question.

QUESTION 1

(50 marks)

Read the following questions and answer the questions that follow.

Decision Time

Ben Dooley and Casey Sringer had agreed to stop for coffee in the atrium Starbucks before heading back to the 35th floor for a board meeting.

“You seem deep in thought,” Ben said, placing the two cups of hot coffee on the table.

“Watching Johnna and Robert on previous board meetings helps me to understand why the folks in congress can’t get anything done,” Casey mused. “Both sides have stated their positions and nothing, nothing will budge them. I dread this meeting. I’d rather have a root canal.”

“Well, while the two giants battle it out, the rest of us will have to work out some sort of compromise. We outsourced manufacturing operations to China several years ago to cut costs and now things are changing rapidly and we have a major decision. Does Bishop’s Engineered Plastics make the best out of the situation in China...?”

“...Or do we re-shore?” Casey added.

“Someone will have to be the voice of reason today,” Ben said. Robert Ma has overseen the outsourcing to China and, initially, it was a great move.”

“I agree the cost savings were pretty amazing. The retooling and creation of a state of the art factory in Wenzhou by the Chinese really propelled us to a new level within the industry.”

“Well, 2012 is the year of the Dragon, and the dragon is having a problem,” Ben replied.

“Yes, Robert is going to have to face the fact that if we stay in China, we have to move from Wenzhou,” Casey pointed out. “The worker shortage is bad and getting worse. The last estimated for that region were one million workers short. As wages go up and other opportunities present

themselves, manufacturing jobs are losing their appeal in the cities. In our plant the managers have to come out and work on the lines. That's not good. Now, to try to stave off a large industrial exodus, the Chinese are offering a stimulus to industries to relocate into the interior of the country. The interior offers more workers and less wages..."

"And a factory move will delay manufacturing and make shipping even more difficult," Ben replied. "Add to that the Chinese insistence on full payment before shipping, and we're looking at some potential serious delays."

"Johnna, on the other hand, is going to argue that the situation in China is an indication that now is the perfect time to re-shore bring back the jobs to the good old US. Of A.." Casey said. She's going to dig in her heels on this one and I know that at least two members of that 'august' board are going to back off and let her have her way with analysis of the pros and cons." I sometimes think Frank is a people pleaser, always agreeable, especially toward Johnna because she is the chair. And Martha usually doesn't say anything much less offer an opinion. She stares down at her hands when the going gets heavy."

"The pros for Johnna are obvious-bring jobs home when they are needed; shorten the supply line, reduce shipping costs, offer faster response to customers and I believe, offer a better quality product. It is worth a little higher labor cost."

"And what are the cons?"

"The problem is the higher wages here and the cost of retooling factories in this country that have been down for a few years."

"But" Casey asked, "Would we have to build a new factory deep into China's interior? No. And will their interior workforce be adequately trained? I would guess not. The Chinese government will help with building and relocation costs, but still..."

"So both Johnna and Robert have a strong argument and some glaring weaknesses. Is there room for a compromise? That's what I would like to see. They would both get something," opted Ben.

“I don’t know. I’m eager to see what each one of them presents. It should be an interesting conversation.”

“Or an afternoon in hell,” Ben said as the two headed for the elevator. “I wonder what you and I might do to help Johnna and Robert solve this conflict. What do you think we should do, Casey?”

(Source: Daft L; 2015; The Leadership Experience pages 317-318)

Questions

- a. Discuss with evidence from the case, the likelihood of the following obstacles to effective teamwork. **(10 marks)**
 - i. The Abilene Paradox **(2 marks)**
 - ii. Group Polarisation **(2 marks)**
 - iii. Free riders **(2 marks)**
 - iv. Outliers **(2 marks)**
 - v. Hidden Agendas **(2 marks)**

- b. Explain the styles of handling conflict that appear among the board members and how they can utilize them. **(20 marks)**

- c. Discuss the options that Ben and Casey have for helping resolve the conflict between Johnna and Robert. **(10 marks)**

- d. Explain what the board members should do to arrive at a good team decision. **(10 marks)**

Question 2 (50 marks)

- a. With the aid of an example, explain what group think is. **(3 marks)**

- b. Using practical examples from your experience in teamwork, explain the main causes of conflict. **(5 marks)**

- c. Discuss the steps that managers can use to manage conflict. **(12 marks)**



- d. Think of teams that you are currently working with or one that you have had recent experience with. Describe the key moral values of teamwork that your team abides by.

(10 marks)

- e. Making a decision can be, and often is, difficult, particularly if it involves reaching some accommodation or agreement with others, as it does in working in a team. There follows four decision-making models to reach a decision when a group of people is involved. Discuss the four models highlighting at least two advantages and one disadvantage of each.

(20 marks)

END OF EXAMINATION