

**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**

**SPECIAL EXAMINATION**

**Marks: 100**

**3 HOURS**

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**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. A number of people kicking a football about in the car park at lunch time are called a \_\_\_\_\_.
  - A. Football team
  - B. Team of core workers
  - C. Group
  - D. Team
  
2. \_\_\_\_\_ is the agreed set of conventions for the ways in which team members work and interact with each other and for conducting the business of the team.
  - A. Team work
  - B. Team rules
  - C. Team mandate
  - D. Team role
  
3. Some common throughputs include the following except \_\_\_\_\_.
  - A. Cohesiveness
  - B. Communication
  - C. Norming
  - D. Decision-making
  
4. The benefits of self-managed teams include the following except \_\_\_\_\_.
  - A. Cost saving
  - B. Innovation
  - C. Productivity
  - D. Norming

5. A decision voted for by the larger number of participants is called a \_\_\_\_\_ decision.
- A. Unanimous
  - B. Majority rule
  - C. Democratic
  - D. Monocratic
6. What do managers need to consider when creating multicultural groups or teams?
- A. Ability to work with others
  - B. Building an international micro culture
  - C. Communication
  - D. All of the above
7. The \_\_\_\_\_ turns ideas into practical actions.
- A. Completer finisher
  - B. Shaper
  - C. Implementer
  - D. Coordinator
8. In a team, team members' satisfaction will be derived from the following except \_\_\_\_\_.
- A. Morale
  - B. Relationships
  - C. Achievement of tasks
  - D. Group dynamics

9. Team inputs are often controlled or influenced by \_\_\_\_\_.
- A. Team members
  - B. Management
  - C. Team leader
  - D. Task requirements
10. In a \_\_\_\_\_ team, the role of a leader is vested in one individual.
- A. Self-managed
  - B. Hierarchical
  - C. Virtual
  - D. None of the above

**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 team has a small number of people with complementary skills who are committed to a common purpose
2. In a self-managed team members of the team do not take collective responsibility.
3. In a matrix team, individual staff reports to different managers for different aspects of their work.
4. Free riders are normally not members of a group.
5. The person in the group with the highest status in the organisation should always take the leadership role.
6. If a team fails to accomplish a task, it is the fault of the leader/coordinator.
7. There are often occasions when an individual who is part of the team should do what he/she thinks is right, regardless of what the team has decided to do.
8. Matrix teams have dual reporting lines.
9. Measuring team performance and evaluating team outcomes is the final step in the team process.
10. Challenges for virtual groups include communicating effectively across distances.

**SECTION C – SHORT ANSWER QUESTIONS**

**[40 marks]**

**There are four questions in this section. Answer all.**

1. State any seven external barriers to team work. **(7 marks)**
2. Outline any seven internal barriers to team work. **(7 marks)**
3. Explain any four responsibilities of a team leader. **(8 marks)**
4. Briefly discuss any four causes 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)**

**CONFLICT MANAGEMENT IN TEAMS - CAUSES & CURES**

In the company sales offices where the institutional and retail sales teams coexist, they share the same go down or C & F (Clearing & Forwarding) agent, billing system, commercial team, delivery team and the accounting department. Both the teams want a priority treatment to their own customers or channel members. They try to put pressure on billing people and delivery staff to execute their orders immediately even if it may result in more cost to the company by way of small delivery loads or multiple consignments towards the same geographical area. The commercial team, always under pressure to reduce operating costs, tries to optimise the use of space in any carrier and club the supplies in one direction. Obviously, this leads to some unexecuted orders at any point of time, leading to friction in the sales teams. This problem increases at the sales closing stage every month when all the sales team members extract orders from each channel partner or customer to fulfil their targets. Each one of them wants that at any cost, the orders procured by him should be billed and delivered before the sales is closed by the commercial department. Though this situation arises even where there is only one type of sales team, somehow it is more evident where both the teams are working. Probably, this is due to the existence of two team leaders, which gives a feeling of our sales and their sales in the two groups (Zameer 2005).

*Source: Delhi Business Review X Vol. 7, No. 2, (July - December 2006)*

- a. Critically analyse the above case and identify the prevalent type of conflict and clearly explain its causes. **(10 marks)**
- b. Illuminate interventions you would adopt to counter the conflict above. **(10 marks)**
- c. Explain consequences of poorly handled team conflict. **(5 marks)**

**QUESTION 2**

**(25 MARKS)**

Research has provided a number of attributes required for successful and effective teamwork. With the aid of examples discuss five attributes of effective team work.

**QUESTION 3**

**(25 MARKS)**

- a. With the aid of examples how you will go about applying the Adair's model of team work (1983) to evaluate team performance. **(13 Marks)**
  
- b. Discuss six areas suggested by Bateman et al. (2002) for the investigation of team effectiveness. **(12 Marks)**