

BOTSWANA COLLEGE OF DISTANCE

AND OPEN LEARNING

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

Team Management

TM221/TM231

Special 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. _____ is not a throughput for open systems model for teamwork.
 - A. Decision making
 - B. Task activities
 - C. Group configuration
 - D. Maintenance activities

2. A _____ team is typically brought in from outside an organisation in order to perform the project work.
 - A. Matrix
 - B. Functional
 - C. Contract
 - D. Self Managed

3. Team inputs are often controlled or influenced by _____.
 - A. The team members
 - B. Management
 - C. Team leader
 - D. Task requirements



4. When creating multicultural groups or teams, managers need to consider _____.
- A. Ability to work with others
 - B. Building an international micro culture
 - C. Communication
 - D. All of the above
5. The _____ turns ideas into practical actions.
- A. Completer finisher
 - B. Shaper
 - C. Implementer
 - D. Coordinator
6. A number of people kicking a football about in the car park at lunch time are _____.
- A. A football team
 - B. A team of core workers
 - C. A group
 - D. Team
7. _____ is a characteristic of team leadership role in a self managed team.
- A. To monitor the achievement of the team as a unit
 - B. To plan and allocate the work done by the team
 - C. To manage the team
 - D. The role is vested in one individual



8. Which of the following is the second stage of team development?
- A. Norming
 - B. Forming
 - C. Storming
 - D. Adjourning
9. Which conflict resolution style emphasises a high level of cooperation and a high level of assertion?
- A. Collaborating
 - B. Accommodating
 - C. Forcing
 - D. Compromising
10. The first step for resolving conflict is _____.
- A. Focus on interests, not positions
 - B. Differentiate between the problem and the people involved
 - C. Invent options for mutual gain
 - D. Apply objective criteria

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 can always achieve what none of the individuals within it can achieve alone.
2. In a team there is individual accountability.
3. The coordinator is an individual who clarifies goals and promotes decision-making.
4. Honesty is a meta-value that refers to the relation between particular values.
5. The plant solves difficult problems and is often creative and unorthodox.
6. Groupthink is a situation whereby team members are in conflict.
7. Throughputs are those (successful) outcomes which satisfy organisational or personal goals or other predetermined criteria.
8. All teams are groups but not all groups are teams.
9. Measuring team performance and evaluating team outcomes is the final step in the team process.
10. Successful team leaders do not care about the needs of the team.



SECTION C SHORT ANSWERS QUESTIONS

[30 marks]

Answer all questions in this Section.

1. State the benefits of working in a team. **(5 marks)**
2. Describe the open system model of teamwork. **(10 marks)**
3. Conflicts are inevitable during decision making in a team. Provide some guidelines on how a team can reach a consensus. **(5 marks)**
4. Discuss five areas for the investigation of team effectiveness, which can be evaluated on an ongoing basis, retrospectively at the end of a project or at a specific stage in the group-working process. **(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.

Patchwork is a small company consisting of ten employees based in North Wales. It produces a range of pies, chutneys, jams and other foods made with fresh ingredients to traditional recipes targeted at a niche market. Its owner, Margaret Carter, saw a gap in the market for handmade, low volume, high quality foods, which could be sold at a premium price. By personally ensuring the highest standards, she hopes to retain and increase the company's market share. As the business developed, Margaret needed to be out on the road a lot more, promoting her products to potential customers. She is responsible for taking the orders. These have varied considerably from month to month, but she has personally ensured that all products are delivered to customers in good time. This is one reason why she transformed her group of employees into a self-managed team. She explained that, "Everybody is empowered to make their own decisions, and be in control of their day, in their working environment." Margaret Cartel realized that it was unnecessary for her employees to seek permission from her office to do what needed to be done in the production area. As a team, she felt, they already knew that, better than anyone else. However, after being given the power by her to make decisions, her employees' first reaction was one of uncertainty and fear. The workers were anxious that now, they had nobody to blame but themselves if something went wrong. Obviously, this was an issue, which had to be discussed and resolved between all concerned.

After the team had overcome their initial doubts, they went about making the new arrangements work. While they each knew their individual jobs, they were less familiar with the day to day running of the factory. They felt that they needed someone who could take an overview of the whole situation. Their past experience had taught them that everybody in the factory tended to do the jobs that they liked, while leaving the less pleasant jobs to others. Also receiving advice from

one person rather than two would eliminate different priorities and would avoid conflict. To meet this need, the self-managing team turned to Chris, one of the co-workers. Although Chris felt that her colleagues saw her as a supervisor, she sees herself as a team leader. She explains, “I am here for anybody to come to me if they need advice or help with their job, and I am here to train up new members who come to work with us. I am there if they need me, like a mother.”

Since what is produced is determined by how it’s produced, Margaret had very clear ideas as to how her products should be made. Her views were based on her own experience of cooking. As product volumes have increased, team members have commented that the prescribed cooking methods are difficult to operate. Following a series of meetings, she and her staff have now agreed modifications to the original practices which, while addressing the need for higher production volumes, also maintain the quality standards. The team runs the factory without the involvement of any management. Staff are responsible for ordering stock, recruiting staff and they decide their own working hours and holidays. Every morning, they get together to talk about what they have got to do on that day.

(Source: Buchanan D and Huczynski A, 2010; Organisational Behaviour pages 415-416)

Questions

- a. Based on the case above, discuss the benefits and potential drawbacks of a self-managed team. **(20 marks)**
- b. Using the evidence in the case above, explain the stages of team development that this team has gone through so far. **(10 marks)**
- c. Discuss the conflict resolution style that Margaret and the team used when there was a potential conflict when the team wanted to modify some processes. **(5 marks)**
- d. Analyse the other ways that the potential conflict could have been managed. **(10 marks)**
- e. Explain any moral values of a team that you can pick from the case. **(5 marks)**



Question 2

(50 marks)

- a. You have been appointed as a team leader working on the development of a new product. However, you failed to manage the team. Suggest some reasons why team leaders fail.
(10 marks)
- b. Based on your experience, explain how you could have avoided failing as a team leader.
(15 marks)
- c. Differentiate the roles of a team leader in a self-managed team and a hierarchical team.
(10 marks)
- d. Advise a virtual team on what to expect and how to manage during the different stages of team formation.
(15 marks)

END OF EXAMINATION