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P.E.S. College of Engineering, Mandya - 571 401

(An Autonomous Institution affiliated to VTU, Belagavi)

Third Semester, Master of Business Administration (MBA)

Semester End Examination; Dec - 2017/Jan - 2018

Team Development and Leadership

Time: 3 hrs

Max. Marks: 100

Note: Answer all FOUR full questions from PART - A and PART - B (Case Study) is compulsory.

PART - A

- 1 a. Discuss the characteristics of Effective Teams. 10
 b. Explain various stages of Team Building. 10

OR

- 2 a. Illustrate the types of Teams in work place. 10
 b. What is meant by Feedback? How does it improve Team Performance? 10
 3 a. "Key to the concept of Team is 'Communication' within the group". Comment. 10
 b. Explain the factors affecting the Organizational Climate. 10

OR

- 4 a. How to motivate Teams? Explain. 10
 b. Discuss about the major issues and challenges in Team Building. 10
 5 a. Explain the steps involved in conflict resolution for effective Team Building. 10
 b. Explain the concept of Team Building in global era. 10

OR

- 6 a. What is Negotiation? Explain its stages in Team Building. 10
 b. Compare and contrast Transactional and Transformational Leadership. 10
 7 a. Briefly discuss about Blake and Mouton's managerial grid theory of leadership. 10
 b. Elaborate the essential qualities of Effective Leader. 10

OR

- 8 a. Discuss the situational Leadership Model. 10
 b. Discuss the Leadership Profile of any corporate leader of your choice. 10

Contd...2

PART - B**9. Case Study (Compulsory):**

Zenith watches is a joint sector company promoted by a leading business house and state government. The plant was set up 45 kms away from Bangalore. The company is known for its professional work culture and very attractive remuneration package. When the plant was setup 5 years ago, the management was able to attract many senior and middle level managers and operators from a reputed public sector company, also manufacturing watches. For its tool room, Zenith watches prached on a well known tool room and training centre and weaned away couple of managers and tool makers. Key posts of the plant, however were held by personnel drawn from the other own group companies. The group had its plants in all parts of the country, except in south India. Zenith watches is the first to be established in south of Vindhya. Zenith watches therefore, has a mixture of group of Employees hailing from public sector, tool room (Operating in South India) and the groups top ranking executives (came to south India for the first time) Added to this, were the workers who were from all localities. After 6 months all-round disillusionment had set in and everyone was cursing himself/herself for quitting his/her previous job and joining Zenith watches.

Questions:

- a. List out the cross-cultural under currents in the case. 10
- b. Which suitable leadership style that you suggest to bring about parvasiveness or homogeneity in the above situation? 10

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