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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; Jan. / Feb. - 2021
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.*

Q. No.	Questions PART - A	Marks
1 a.	Explain the concept of team work. State the importance of team building in present dynamic environment.	10
b.	Distinguish between groups and teams with suitable examples.	10
	OR	
2 a.	Classify Mersdith Belbin's Teams role.	10
b.	Illustrate with a diagram, team development stages by Tuckman.	10
3 a.	Analyze the concept of sensitivity training. Summarize the three steps its procedure adopted in this training.	10
b.	Interpret the concept of group cohesiveness. State the consequences of group cohesiveness, whether it develops or hinders the team work.	10
	OR	
4 a.	Explain group think, state its antecedents, symptoms. Choose a leadership style which paves way to group think.	10
b.	Summarize the problems and interventions an Indian manager has to face to develop team in an organization.	10
5 a.	List out various factors leading to team conflict. What are the various styles of conflict management?	10
b.	Explain the role of Neuro-Linguistic Programming (NLP) for team building. What are the presuppositions of it?	10
	OR	
6 a.	Is charisma an inborn trait or can it be acquired later on in life? How might a person acquire charisma?	10
b.	Discuss the strengths and criticisms of transformational and transactional leadership.	10
7 a.	Justify the gender differences in leadership styles and its effectiveness.	10
b.	Explain in brief the Hofstede dimensions towards culture in building diverse teams.	10
	OR	
8 a.	Assess various activities for facilitating leadership development.	10
b.	Propose a blueprint to reduce the barriers and create a "level playing field" for women.	10

PART - B (Case Study Compulsory)

9. Microelectronics, a California-based electronics defense contractor has enjoyed a smooth growth curve over the past five years, primarily because of favorable defense funding during the Reagan administration's build-up of U.S. Military defenses. Microelectronics has had numerous contacts to design and develop guidance and radar systems for military weaponry. Although the favorable funding cycle has enabled.

   Microelectronics to grow at a steady rate, the company is finding it increasingly difficult to keep its really good engineers, based on extensive turnover analyses conducted by Ned Jackson, the human resources planning manager, microelectronics problems seems to be its inability to keep engineers beyond the "critical" five year point. Apparently, the probability of turnover drops dramatically after five years of service. Ned's conclusion is that.

   Microelectronics has been essentially serving as an industry college. Their staffing strategy has always been to hire the best and brightest engineers from the best engineering schools in the United States. Ned believes that these engineers often get lost in the shuffle at the time they join the firm.

   For example, most (if not all) of the new hires must work on non-classified projects until cleared by security to join a designated major project. Security clearance usually takes anywhere from six to ten months.

   In the meantime, the major project has started, and these young engineers frequently miss out on its design phase, considered the most creative and challenging segment of the program. Because of the nature of project work, new engineering often have difficulty learning the organizational culture-such as whom to ask when your problem, what the general dos and don't are, why the organization does things in a certain way?

   After heading a task force of human resource professionals within Microelectronics, Ned has been designated to present to top management a proposal designed to reduce turnover among young engineering recruits. The essence of his plan is to create a mentor program, except that in this plan the mentors will not be the seasoned graybeards of Micro electronics, but rather those engineers in the critical three-to-five year service window, the period of highest turnover.

   These engineers will be paired with new engineering recruits before the recruits actually report to Micro electronics for work. According to the task force, the programme is twofold:

   i) It benefits the newcomer by easing the transition into the company

   ii) It helps the three-to-five-year service engineers by enabling them to serve an important role for the company. By performing the mentor role, these engineers will become more committed and hence less likely to leave. As Ned prepared his fifteen-minute presentation for top management, he wondered it he had adequately anticipated the possible objections to the program in order to make an intelligent defense of it. Only time would tell.

   a. Identify the salient issues from HR point of view for this case. 5

   b. If you were to study this turnover problem, how would you conduct a needs analysis or evolve a counseling program? 5

   c. What are the causes of dissatisfaction and turnover in microelectronics? 5

   d. Do you find the role of team cohesiveness and team dynamics is needed to reduce the turnover? Justify you answer. 5

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