



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; February / March - 2022

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. What do you mean by Virtual Teams? Explain its need and relevance in business organizations in the present corona pandemic situation. 10
- b. Explain the need of evaluation of Team performance. Explain the tools for evaluating team performance. 10

OR

- 2 a. Explain the concept of Team development. Explain the guidelines for effective Team development. 10
- b. What are Inter Organizational Teams? Explain its relevance and advantages. 10
- 3 a. Explain the importance of sensitivity training in improving interpersonal relations. Explain the process of Sensitivity training. 10
- b. What do you mean by Group Cohesiveness? Discuss cohesiveness as a unity, attraction and also discuss its consequences. 10

OR

- 4 a. Explain the various roles played by the work teams in the contemporary business organizations. 10
- b. Discuss the barriers of communication with reference to team work. 10
- 5 a. Explain the role of organization culture in team work. 10
- b. Explain the various leadership styles. 10

OR

- 6 a. Explain the myths about leadership. How situation affect leadership? 10
- b. Explain the role of Neuro-Linguistic Programming (NLP) for team building. 10
- 7 a. Discuss the leadership profile of any Indian Corporate leader of your choice. 10
- b. Explain the various Leadership Development Training programs. 10

OR

- 8 a. Explain any three leadership theories. 10
- b. What do you mean by Transformational Leadership? Explain the characteristics of a transformational Leader. List out the advantages of Transformational Leadership. 10

PART - B (Case Study Compulsory)

9. Laura is the Associate Director of a non-profit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families. She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors have left, as well as three key research staff and one staff person from the finance department.

Laura has a demanding schedule that requires frequent travel; however she supervises two managers, who in turn are responsible for five staff members each. Both managers have been appointed within the last six months.

Manager 1: Kelly has a specific background in research. She manages staff who provide research support to another department that delivers behavioral health services to youth. Kelly supports her staff and is very organized; however she often takes a very black white view of issues. Upper level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated, driven and expects the same from her staff.

Manager 2: Linda has a strong background in social science research and evaluation. She manages staff that work on different projects within the agency. She is known as problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much.

The managers are sensing that staffs are becoming over-worked as everyone takes on increased responsibilities due to high staff turnover. Staff has also mentioned that Laura's glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available.

As staffs become distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or problem solve without key information like the departmental budget.

- a. How can Laura most effectively use both management and leadership skills in her role as associate director? 5
- b. What steps could be taken to build staff confidence. 5
- c. What advice would you give Laura on improving her leadership skills? 5
- d. Which leadership style do you think a leader would need to be effective in this situation? 5

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