



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

(An Autonomous Institution affiliated to VTU, Belgaum)

Third Semester - Master of Business Administration (MBA)

Semester End Examination; Dec. - 2015

Team Development and Leadership

Time: 3 hrs

Max. Marks: 100

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

PART - A

- 1 a. What do you mean by Team 4 group? Explain its characteristics. 10
 b. Explain the process of team building and development. 10

OR

- 2 a. What are the attitudes and its effects on motivation of employees? 10
 b. Discuss the differential types of groups and explain their factors determining group successes. 10
- 3 a. What do you mean by climate and how to improve organizational climate for increasing effectiveness. 10
 b. What are group norms? How are they formed? 10

OR

- 4 a. Discuss role of communication effectiveness in the team building. 10
 b. Explain conflict resolution techniques for effective team building. 10
- 5 a. Explain the role of organization culture in the team work. 10
 b. Discuss four main types of Team building Interaction in the organization 10

OR

- 6 a. Explain Neuro linguistic programming for team building. 10
 b. Discuss duties and responsibilities of team members. 10
- 7 a. What are the parameters to measure team performance? Explain them. 10
 b. Explain the different types of leaders. 10

OR

- 8 a. Explain the concept of multi cultural leadership. What are the qualities to be a successful multicultural leader? 10
 b. Describe any two training techniques required for a cross cultural leader. 10

PART - B
Compulsory

9. **Case Study:**

OB researchers say that compulsory “it is very difficult to change organizational culture but it can be changed” Having this statement of backdrop, give a careful reading to the following story.

In your living locality, a big mall is functioning adopting all good business practices. Employees respect the customers and are very humble in their approach. Management people offer goods at very reasonable price. Take back damaged goods even after use, offer other in-house facilities such as amusement place for children, resting place and recreation facilities. The mall has created a brand for the excellent service.

In a periodical shuffling of employees (on accepted principle of the organization), The managing director conservative person and poor in human approach to solve any problem. He introduced new timings which were opposed by the workers. The existing financial policy was modified having a negative impact on employee compensation.

These changes had negative impact on workers behavior. The situation in the mall turned to worst in two years and reached the point of bankruptcy.

You are appointed as turnaround officer to improve the situation.

Questions :

- | | |
|--|---|
| a. As turnaround officer, how do you analyse the situation? | 5 |
| b. Analyse the weak spots of culture of the mass. | 5 |
| c. What cultural aspects you suggest the turnaround the mall to profitable position. | 5 |
| d. Considering this case, make an analysis of the role of MD as a positive leader. | 5 |

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